

**Index to discovery documents produced by
the American Institute of Physics
25 April 2005**

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Subj: RE: Missing pages
Date: 6/29/2005 10:27:28 AM Eastern Daylight Time
From: ChaseD@howrey.com (Chase, David)
To: jschmidt222@aol.com
CC: KoonsE@howrey.com (Koons, Erik)

Jeff,

It appears that they did not produce those pages. Our copy sets are missing them also.

-----Original Message-----

From: jschmidt222@aol.com
Sent: Tuesday, June 28, 2005 11:52 PM
To: ChaseD@howrey.com
Subj: Missing pages

Hi David,

Did the American Institute of Physics produce the following six pages?

D245
D247
D294
D296
D527
D1388

They aren't in the set that I received.

Cheers,

Jeff

Jeff Schmidt
202-537-3645

(privileged and confidential attorney-client communication)

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**PLEASE BE ADVISED THAT PAGES 634-642, 1544 AND 1662 INTENTIONALLY HAVE
BEEN LEFT BLANK**

Jeff Schmidt: Performance Review

See new
file hi Schmidt.

rec

10 May

189

1. Planning: Very good. Jeff is excellent at planning the work for his upcoming article assignments, and he is very clear (and accurate!) about what he can and cannot deliver. Furthermore, he has helped a great deal with the negotiation needed to bring articles to an editable stage. He works best on one project at a time; this has the advantage that Jeff can give all of his considerable concentration to a single project, but it has the disadvantage that occasionally a relatively small job must wait in a relatively long queue before it gets done.
2. Executing: Outstanding. Jeff is the mainstay as an articles editor at Physics Today. When he says an article is ready, he means that insofar as he is concerned everything--text, art, captions, credit lines--is in a publishable state. This thoroughness, his direct and persistent negotiation with authors and his management of his time are all models to which others can aspire.
My hope is that he will begin to take a somewhat more active role in soliciting new manuscripts for publication, and in the editing and acquisition of the illustrations for his articles. I would also hope he would respond more quickly and more regularly to the disposition of the manuscripts he is asked to report on. I think a better system for handling the manuscripts and making it clear when a reply is needed would enable him to give more timely responses to these matters.
3. Delegating: He is quite willing to delegate work to those he thinks he can trust implicitly. For example, he has entrusted the completion of two articles in the past few months to Pat Janowski of our staff, and I believe she has indeed finished them off without further intervention from Jeff.
He is less willing to delegate corrections and typing--in short, routine matters, to the secretarial staff, on the (perhaps justifiable) grounds that correcting the mistakes they introduced would be more time consuming than completing the work himself. Accordingly, he often asks Elliot Plotkin to enter galley or page-proof corrections. My impression is that Elliot is generally agreeable about this, but Jeff must not assume that it is Elliot's responsibility to have the corrections entered (e.g., by someone else) if Elliot does not have the time to do it. In general, if Elliot cannot enter such corrections, Jeff should seek help from the managing editor.
4. Adaptability: Jeff has the ability to adapt his editorial input to the available time, and he manages that time effectively. He is also, by now, our most experienced hand with articles, and he seems able to edit virtually all kinds of articles. His working routines and editorial judgments, however, are by now well ingrained and occasionally seem inflexible: although he is willing to follow whatever procedures and to debate whatever editorial

D00001

guidelines are set forth, there are occasions when he also seems somewhat more concerned with establishing rules and precedent than with finding ways to adapt to the goals at hand.

5. Dependability: Excellent. His schedule shifted about two to three hours later than the ordinary working day, and he generally works late into the night. As noted above, he is thorough, and he takes charge of the work assigned. *arrives a bit late & works quite late*
6. Initiative: Excellent, so long as he is clear the work will be needed for a soon-to-appear issue of the magazine. He is sometimes sluggish, however, to make recommendations about the disposition of pending manuscripts, and, again, he could be more forthcoming about suggesting new articles for publication. *COVERS CHALLENGES, WORKS ON PER. ISSUE,*
7. Relationships: Good to fair. Jeff is generally quiet, but he is unafraid of confrontation, and he is persistent about asserting his point of view. This posture has been effective with article authors. It can be somewhat abrasive with other staff members, although his stated positions on various issues (e.g., smoking in the office, noise in the office) seem reasonable and open to compromise. *NEEDS MEMBERS TO DO IT*
8. Attendance: Excellent
9. Potential: Very good. I think Jeff can adapt to virtually any editorial direction, and he is well-qualified to train other editors in the preparation of articles. He is most valuable to us as an article editor, and he seems happy with that role; I would be quite cautious--as I think he would too--about offering assignments that would preclude his taking a continuing active role in article editing.

General Comments: Overall, 4.

Report prepared by Peter G. Brown

Gloria B. Lubkin

Reviewed by Gloria B. Lubkin

February 13, 1989

D00002

Jeff Schmidt: Performance Review

Comments

1. Planning: Very good. Jeff is excellent at planning the work for his upcoming article assignments, and he is very clear (and accurate!) about what he can and cannot deliver. Furthermore, he has helped a great deal with the negotiation needed to bring articles to an editable stage. He works best on one project at a time; this has the advantage that Jeff can give all of his considerable concentration to a single project, but it has the disadvantage that occasionally a relatively small job must wait in a relatively long queue before it gets done.
2. Executing: Outstanding. Jeff is the mainstay as an articles editor at Physics Today. When he says an article is ready, he means that insofar as he is concerned everything--text, art, captions, credit lines--is in a publishable state. This thoroughness, his direct and persistent negotiation with authors and his management of his time are all models to which others can aspire.
My hope is that he will begin to take a somewhat more active role in soliciting new manuscripts for publication, and in the editing and acquisition of the illustrations for his articles. I would also hope he would act more quickly and more regularly in dealing with the review and refereeing of the manuscripts he is asked to supervise. I think a better system for handling the manuscripts and making it clear when a reply is needed would enable him to give more timely responses to these matters.
3. Delegating: He is quite willing to delegate work to those he thinks he can trust implicitly. For example, he has entrusted the completion of two articles in the past few months to Pat Janowski of our staff, and I believe she has indeed finished them off without further intervention from Jeff.
He is less willing to delegate corrections and typing--in short, routine matters, to the secretarial staff, on the (perhaps justifiable) grounds that correcting the mistakes they introduced would be more time consuming than completing the work himself. Accordingly, he often asks Elliot Plotkin to enter galley or page-proof corrections. My impression is that Elliot is generally agreeable about this, but if he cannot, it is Jeff's responsibility to have the corrections entered (perhaps himself, perhaps by someone else). In general, if Elliot cannot enter such corrections, Jeff should seek help from the managing editor.
4. Adaptability: Jeff has the ability to adapt his editorial input to the available time, and he manages that time effectively. He is also, by now, our most experienced hand with articles, and he seems able to edit virtually all kinds of articles. His working routines and editorial judgments, however, are by now well ingrained and occasionally seem inflexible: although he is willing to follow whatever procedures and to debate whatever editorial guidelines are set forth, there are occasions when he also seems

somewhat more concerned about clarifying rules and precedent than with finding ways to adapt to the goals at hand.

5. Dependability: Excellent. He commonly arrives a bit late, but he also generally works late into the night. As noted above, he is thorough, and he takes charge of the work assigned.
6. Initiative: Excellent, so long as he is clear the work will be needed for a soon-to-appear issue of the magazine. He has also taken the initiative (with William Sweet) for editing a special issue on science literacy to appear in December 1989. Nevertheless, he could be more forthcoming about suggesting new articles for publication in ordinary (non-single-topic) issues.
7. Relationships: Good to fair. Jeff is generally quiet, but he is unafraid of confrontation, and he is persistent about asserting his point of view.
8. Attendance: Excellent
9. Potential: Very good. I think Jeff can adapt to virtually any editorial direction, and he is well-qualified to train other editors in the preparation of articles. He is most valuable to us as an article editor, and he seems happy with that role; I would be quite cautious--as I think he would too--about offering assignments that would preclude his taking a continuing active role in article editing.

General Comments: Overall, 4.

Report prepared by Peter G. Brown

Reviewed by Gloria B. Lubkin

February 13, 1989

D00004

O - O

Jeff Schmidt: Performance Review

1. Planning: Very good. Jeff is excellent at planning the work for his upcoming article assignments, and he is very clear (and accurate!) about what he can and cannot deliver. Furthermore, he has helped a great deal with the negotiation needed to bring articles to an editable stage. He works best on one project at a time; this has the advantage that Jeff can give all of his considerable concentration to a single project, but it has the disadvantage that occasionally a relatively small job must wait in a relatively long queue before it gets done.

2. Executing: Outstanding. Jeff is the mainstay as an articles editor at Physics Today. When he says an article is ready, he means that insofar as he is concerned everything--text, art, captions, credit lines--is in a publishable state. This thoroughness, his direct and persistent negotiation with authors and his management of his time are all models to which others can aspire.

My hope is that he will begin to take a somewhat more active role in soliciting new manuscripts for publication, and in the editing and acquisition of the illustrations for his articles. I would also hope he would respond more quickly and more regularly to the disposition of the manuscripts he is asked to report on. I think a better system for handling the manuscripts and making it clear when a reply is needed would enable him to give more timely responses to these matters.

3. Delegating: He is quite willing to delegate work to those he thinks he can trust implicitly. For example, he has entrusted the completion of two articles in the past few months to Pat Janowski of our staff, and I believe she has indeed finished them off without further intervention from Jeff.

He is less willing to delegate corrections and typing--in short, routine matters, to the secretarial staff, on the (perhaps justifiable) grounds that correcting the mistakes they introduced would be more time consuming than completing the work himself. Accordingly, he often asks Elliot Plotkin to enter galley or page-proof corrections. My impression is that Elliot is generally agreeable about this, but Jeff must not assume that it is Elliot's responsibility to have the corrections entered (e.g., by someone else) if Elliot does not have the time to do it. In general, if Elliot cannot enter such corrections, Jeff should seek help from the managing editor.

4. Adaptability: Jeff has the ability to adapt his editorial input to the available time, and he manages that time effectively. He is also, by now, our most experienced hand with articles, and he seems able to edit virtually all kinds of articles. His working routines and editorial judgments, however, are by now well ingrained and occasionally seem inflexible: although he is willing to follow whatever procedures and to debate whatever editorial

guidelines are set forth, there are occasions when he also seems somewhat more concerned with establishing rules and precedent than with finding ways to adapt to the goals at hand.

5. Dependability: Excellent. His is a schedule shifted about two to three hours later than the ordinary working day, and he generally works late into the night. As noted above, he is thorough, and he takes charge of the work assigned.
6. Initiative: Excellent, so long as he is clear the work will be needed for a soon-to-appear issue of the magazine. He is sometimes sluggish, however, to make recommendations about the disposition of pending manuscripts, and, again, he could be more forthcoming about suggesting new articles for publication.
7. Relationships: Good to fair. Jeff is generally quiet, but he is unafraid of confrontation, and he is persistent about asserting his point of view. This posture has been effective with article authors. It can be somewhat abrasive with other staff members, although his stated positions on various issues (e.g., smoking in the office, noise in the office) seem reasonable and open to compromise.
8. Attendance: Excellent
9. Potential: Very good. I think Jeff can adapt to virtually any editorial direction, and he is well-qualified to train other editors in the preparation of articles. He is most valuable to us as an article editor, and he seems happy with that role; I would be quite cautious--as I think he would too--about offering assignments that would preclude his taking a continuing active role in article editing.

General Comments: Overall, 4.

Report prepared by Peter G. Brown

Gloria B. Lubkin

Reviewed by Gloria B. Lubkin

February 13, 1989

D00006

Jeff Schmidt: Performance Review

1. Planning: Very good. Jeff is excellent at planning the work for his upcoming article assignments, and he is very clear (and accurate!) about what he can and cannot deliver. Furthermore, he has helped a great deal with the negotiation needed to bring articles to an editable stage. He works best on one project at a time; this has the advantage that Jeff can give all of his considerable concentration to a single project, but it has the disadvantage that occasionally a relatively small job must wait in a relatively long queue before it gets done.
2. Executing: Outstanding. Jeff is the mainstay as an articles editor at *Physics Today*. His thoroughness, his direct and persistent negotiation with authors and his management of his time are all models to which others can aspire. This is not to say that every one of Jeff's suggestions is exactly as others would want it. When he says an article is ready, however, he means that insofar as he is concerned, the text, the ~~ant~~, the captions, the credit lines, everything is in a publishable state. This is as it should be.
My hope is that he will begin to take a somewhat more active role in the editing and acquisition of the illustrations for his articles. I would also hope he would continue to deal regularly with the manuscripts he is asked to report on.
3. Delegating: He is quite willing to delegate work to those he thinks he can trust implicitly. For example, he has entrusted the completion of two articles in the past few months to Pat Janowski of our staff, and I believe she has indeed finished them off without further intervention from Jeff. He is less willing to delegate corrections and typing--in short, routine matters, to the secretarial staff, on the (perhaps justifiable) grounds that correcting the mistakes they introduced would be more time consuming than completing the work himself.
4. Adaptability: Jeff has the ability to adapt his editorial input to the available time, and he manages that time effectively. He is also, by now, our most experienced hand with articles, and he seems able to edit virtually all kinds of articles. His working routines, however, are by now well ingrained; although he is willing to follow whatever procedure is set forth, he is also quite clear about his own working preference.
5. Dependability: Excellent. His is a schedule shifted about two to three hours later than the ordinary working day, and he generally works late into the night. As noted above, he is thorough, and he takes charge of the work assigned.
6. Initiative: Excellent, so long as he is clear the work will be needed for a soon-to-appear issue of the magazine. He is

D00007

sometimes sluggish, however, to make recommendations about the disposition of pending manuscripts. I think a better system for handling the manuscripts and making it clear when a reply is needed would enable him to give more timely responses to these matters.

7. Relationships: Good to fair. Jeff is generally quiet, but he is unafraid of confrontation, and he is persistent about asserting his point of view. This posture has been effective with article authors. It can be somewhat abrasive with other staff members, although his stated positions on various issues (e.g., smoking in the office, noise in the office) seem reasonable and open to compromise. ~~He is not "popular"~~ in the crudensense, but I think his colleagues respect him, and his demeanor is thoroughly professional.

8. Attendance: Excellent

9. Potential: Very good. I think Jeff can adapt to virtually any editorial direction, and he is well-qualified to oversee the preparation of articles by other editors. He is most valuable to us as an article editor, and he seems happy with that role; I would be quite cautious--as I think he would too--about offering assignments that would preclude his taking a continuing active role in article editing.

General Comments: Overall, 4~~E~~

I'd rank him 4 at most.

Gloria B. Lubkin

Peter G. Brown

February 13, 1989

Report
prepared
by

Bunting need to solicit
articles

6 JUNE 88

GLORIA,

MY VACATION PLANS ARE FOR 25 JULY 88 THROUGH 10 AUG. 88,
A TOTAL OF 13 VACATION DAYS.

Jeff

D00009

28250 Y. 43 3173 p.
Form A
(7.65)

AMERICAN INSTITUTE OF PHYSICS

Employee Performance Review

Employee's Name Jeffrey Schmidt Division Physics Today

Employee's Job Title Assoc. Editor Supervisor G. Lubkin

Date Employed 3/17/81 Date Effective 3/16/85 Date Due 2/15/85
ANNUAL

Please comment on the following categories:

1. KNOWLEDGE OF WORK (Understanding this & related jobs): Very good

2. QUALITY OF WORK (Accuracy & thoroughness): Generally excellent. He is thorough
and careful and has a good eye for detail. He checks everything meticulously.

3. QUANTITY OF WORK (Volume): Very good. We have had several issues with three
articles edited by him.

4. ABILITY TO LEARN NEW SKILLS (How rapidly and how thoroughly learned, ability
to carry over from task to task): Very good

5. DEPENDABILITY (Reliability under varying circumstances, compliance with
instructions & regulations): Excellent. He can be counted on to meet deadlines.

6. COOPERATIVENESS (Cooperation with associates, supervisors & others): Very good.
He is always helpful and cooperative. However, he is not very outgoing and does not
always share his own ideas and insights unless asked.

7. JUDGMENT (Accuracy of decisions, practicability): Very good.

8. CHARACTER & ATTITUDE (Initiative, enthusiasm): Very good.

9. ATTENDANCE (Punctuality & attendance): Excellent.

D00010

10. POTENTIAL (Is employee promotable, in what area?) Yes.

Please answer the following questions fully:

1. WHAT DOES THIS EMPLOYEE DO ESPECIALLY WELL? He is extremely thorough
and careful in checking all parts of the articles he edits.

2. IN WHAT RESPECTS CAN THIS EMPLOYEE IMPROVE? He has started to solicit
feature articles, but he should become more effective at it.

3. DESCRIBE ALL AROUND JOB PERFORMANCE

EXCELLENT		
GOOD	VERY GOOD	X
SATISFACTORY		
NEEDS IMPROVEMENT		
UNSATISFACTORY		

REMARKS

Jeffrey should be generating more ideas and authors for feature articles and also
for news stories. He should try to communicate these ideas to Tom, Gloria and the
rest of the staff, in story conferences and in day-to-day activity (Gloria)
Lubkin

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL?

Yes, essentially -
Gloria Lubkin

REPORT PREPARED BY Thomas von Saerth DATE 21 February 1985

REPORT REVIEWED BY Gloria Lubkin DATE 2/22/85

REPORT DISCUSSED WITH EMPLOYEE BY _____ DATE _____

FOR PERSONNEL USE ONLY:

D00011

AMERICAN INSTITUTE OF PHYSICS

Employee Performance Review

Employee's Name Jeffrey Schmidt Division Physics Today

Employee's Job Title Assoc. Editor for Articles Supervisor Gloria Lubkin

Date Employed 3/17/81 Date Effective 3/16/86 Date Due ASAP

Please comment on the following categories:

1. KNOWLEDGE OF WORK (Understanding this & related jobs): Very good

2. QUALITY OF WORK (Accuracy & thoroughness): Generally excellent. He is thorough and careful, and he has a good eye for detail. He checks everything meticulously.

3. QUANTITY OF WORK (Volume): Very good, although he works slowly.

4. ABILITY TO LEARN NEW SKILLS (How rapidly and how thoroughly learned, ability to carry over from task to task): Very good

5. DEPENDABILITY (Reliability under varying circumstances, compliance with instructions & regulations): Excellent. He can be counted on to complete a job when he has agreed to.

6. COOPERATIVENESS (Cooperation with associates, supervisors & others): Very good
He should, however, be more open and volunteer to share information and ideas that he has.

7. JUDGMENT (Accuracy of decisions, practicability): Very good.

8. CHARACTER & ATTITUDE (Initiative, enthusiasm): Very good.

9. ATTENDANCE (Punctuality & attendance): Excellent.

D00012

10. POTENTIAL (Is employee promotable, in what area?) Yes

Please answer the following questions fully:

1. WHAT DOES THIS EMPLOYEE DO ESPECIALLY WELL? He is extremely thorough
and careful in editing and checking.
2. IN WHAT RESPECTS CAN THIS EMPLOYEE IMPROVE? He should be able to work
faster: He should not have to work so late to edit two articles a month and solicit
a few.
3. DESCRIBE ALL AROUND JOB PERFORMANCE

EXCELLENT		
GOOD	VERY GOOD	X
SATISFACTORY		
NEEDS IMPROVEMENT		
UNSATISFACTORY		

REMARKS

Jeffrey has become a sensitive editor and careful stylist; his ear for English
has improved considerably over the years. He has also become more active in
article solicitation and contributing to story conferences.

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL? _____

REPORT PREPARED BY Thomas von Foerst DATE 26 February 1986
REPORT REVIEWED BY Gloria Lubkin DATE 26 Feb 1986
REPORT DISCUSSED WITH EMPLOYEE BY J. Schmidt DATE 12 MAR 86

FOR PERSONNEL USE ONLY:

D00013

FROM X33, 202 YR 70 + \$5.20 YR
form A

(670)

AMERICAN INSTITUTE OF PHYSICS

Employee Performance Review

Employee's Name Jeffrey Schmidt Division Physics Today

Employee's Job Title Associate Editor Supervisor G. Lubkin

Date Employed 3/17/81 Date Effective 3/16/87 Date Due 2/19/87

Please comment on the following categories:

1. KNOWLEDGE OF WORK (Understanding this & related jobs): Very good

2. QUALITY OF WORK (Accuracy & thoroughness): Generally excellent. He is meticulous in his editing and handles difficult articles well.

3. QUANTITY OF WORK (Volume): Very good although he works slowly.

4. ABILITY TO LEARN NEW SKILLS (How rapidly and how thoroughly learned, ability to carry over from task to task): Very good

5. DEPENDABILITY (Reliability under varying circumstances, compliance with instructions & regulations): Excellent. He can be counted on to complete a job when he has agreed to.

6. COOPERATIVENESS (Cooperation with associates, supervisors & others): Generally good but he should be more open about sharing his ideas and he should be less rigid about what tasks he is willing to take on.

7. JUDGMENT (Accuracy of decisions, practicability): Very good.

8. CHARACTER & ATTITUDE (Initiative, enthusiasm): Very good.

9. ATTENDANCE (Punctuality & attendance): Excellent

D00014

10. POTENTIAL (Is employee promotable, in what area?) Yes

Please answer the following questions fully:

1. WHAT DOES THIS EMPLOYEE DO ESPECIALLY WELL? He is extremely thorough
and careful in editing and checking.
 2. IN WHAT RESPECTS CAN THIS EMPLOYEE IMPROVE? He should be able to work
faster, and he should take more initiative in soliciting articles.
 3. DESCRIBE ALL AROUND JOB PERFORMANCE

3 DESCRIBE ALL AROUND JOB PERFORMANCE

EXCELLENT	<hr/> <hr/>	
GOOD	<hr/> <hr/>	3+
SATISFACTORY	<hr/> <hr/>	
NEEDS IMPROVEMENT	<hr/> <hr/>	
UNSATISFACTORY	<hr/> <hr/>	

REMARKS

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL? _____

REPORT PREPARED BY Thomas W. Scott DATE 18 Feb 87

REPORT REVIEWED BY Gloria Lubkin DATE 2/18/87

REPORT DISCUSSED WITH EMPLOYEE BY _____ DATE _____

J. Schmidt MARCH 1981

FOR PERSONNEL USE ONLY:

D00015

Conv w/ Gregory Benford 10/26/69

I was on Jeff Schmidt's thesis committee
He asked that I be removed
from his committee cuz I was ideologically opposed.

J.S. led a group that tried
to get a posthumous Ph.D. We
said no.

J.S. was actually pretty good at physics.
He believes in revolution in all
countries.

AMERICAN INSTITUTE OF PHYSICSEmployee Performance Review

Employee's Name Jeffrey Schmidt Division Physics Today
 Employee's Job Title Associate Editor Supervisor Gloria Lubkin
 Date Employed 3/17/81 Date Effective 3/16/88 Date Due 2/19/88

Please comment on the following categories:

1. KNOWLEDGE OF WORK (Understanding this & related jobs): _____

Very good.

2. QUALITY OF WORK (Accuracy & thoroughness): Very good. Authors often praise Jeff's editing. He is thorough and produces excellent articles.

3. QUANTITY OF WORK (Volume): Jeff is still very slow, editing two articles/month. Occasionally he should edit a third.

4. ABILITY TO LEARN NEW SKILLS (How rapidly and how thoroughly learned, ability to carry over from task to task): Very good.

5. DEPENDABILITY (Reliability under varying circumstances, compliance with instructions & regulations): Excellent. He can be counted on to finish a job once he agrees to do it.

6. COOPERATIVENESS (Cooperation with associates, supervisors & others): Generally good but he has, for example, refused to edit Xerox products and not helped new recruits to edit.

7. JUDGMENT (Accuracy of decisions, practicability): Jeff does well at anticipating problems with the articles and authors.

8. CHARACTER & ATTITUDE (Initiative, enthusiasm): Excellent initiative editor assigned articles. Little initiative soliciting articles and idea finding topics for stories and articles.

9. ATTENDANCE (Punctuality & attendance): Fine attendance. However Jeff comes to work late & works late. He should keep us informed of his presence and absence.

D00017

10. POTENTIAL (Is employee promotable, in what area?)

Please answer the following questions fully:

1. WHAT DOES THIS EMPLOYEE DO ESPECIALLY WELL?

Jeff is an outstanding editor of articles and can be relied on to edit two articles each month in an expert manner.

2. IN WHAT RESPECTS CAN THIS EMPLOYEE IMPROVE?

He should increase his productivity, editing more than two articles per month. He should also make more initiative in generating articles in the magazine.

3. DESCRIBE ALL AROUND JOB PERFORMANCE

EXCELLENT

_____ 3+

GOOD

SATISFACTORY

NEEDS IMPROVEMENT

UNSATISFACTORY

REMARKS

Jeff should strive to be more flexible when asked to do new kinds of tasks.

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL? _____

REPORT PREPARED BY Gloria Lubkin DATE 2/19/88

REPORT REVIEWED BY _____ DATE _____

REPORT DISCUSSED WITH EMPLOYEE BY _____ DATE _____

J. Schmidt

FOR PERSONNEL USE ONLY:

D00018

ARTICLES EDITED BY JEFF SCHMIDT

February 8, 1993

	1992/1993	1991/1992	1990/1991	1989/1990
March	--	Gillman	Salby	Mulligan
April	Holonyak	Gillette	Lankford	Nero
	Pake	Kellerman	--	--
May	--	--	Fleming	Karle
			Zewail	Okun
June	Wehrli	Schrieffler	--	Birgenweau
		Jorgensen		Wolfenstein
July	Allen	--		Neuschatz
				Tani
August	Attwood	Stodolsky	Drell/Okun	Lounasmaa
		Upton	Fainberg	
September	Munk	Swartz	Bethe	
October	Hogan	Rugar (Hansma)		
	Falicov	--		
November	Esaki	Huffman	Tressel	Hauptman
	--	Donnelly	Forum	
December	Robertson	Baker	Berry	Pais
	Starkweather			
	Pobell			
	--			
January	Callen	Scher	--	Smith
February	Tremaine	--		Levi
TOTAL	12	13	13	13

D00019

PERIOD	1988/89	1987/88	1986/87
March	Passel	Damask	Clarke Maple --
April	Agarwal	Donnelly	
		Nagle	Greene
May	Sagdeev	Swensen	Oppenheim
	Axford	Moyer	McDermott
June	Agarwal	Wineland	
	Weart		
July	Barschall	Alvarez	Babcock
August	Goldberg	Evernden	Quate
			Bertsch
September	Josephson	Burrows	Alfvén
			Johnson
October	Seidel	Winkler	Ghate
	Feinberg		Eastman
November	Brown	Can/Pat	Reif
			Irvine
December	Wong	Hayashi	Bak
	Lee	Kanamura	Perl
January	Kleppner	Lewis	Bauer
February	Goodstein	Evans	Maris Schartz
TOTAL	16	15	19

D00020

MANUSCRIPT REVIEWS BY JS

February 8, 1993

Mar. 92 to Jan. 93

#	IN	OUT	DAYS
5950	3/6/92	4/14/92	38
5953	3/6/92	3/26/92	20
5995	4/9/92	7/13/92	94
6014	4/9/92	5/20/92	41
6030	4/13/92	4/28/92	15
6036	4/27/92	5/29/92	32
6052	5/5/92	7/16/92	71
6053	5/4/92	5/4/92	0
6114	6/19/92	8/4/92	45
6114 (revision)	7/2/92	8/4/92	32
6080	7/9/92	7/17/92	8
6151	7/20/92	10/22/92	92
6404	1/25/93		
Reviews completed		12	
Total days			492
Average days per review			41

IN Date manuscript given to editor

OUT Date review received

DAYS Number of calendar days between IN and OUT, counting 30 days
for one whole month.

D00021

BL
2/14

PHYSICS TODAY

13 February 1995

PERFORMANCE REVIEW 1995

PERIOD: February 1994-January 1995

Employee Name: Jeff Schmidt

Division: Physics Today Manager: Charles Harris

Job Title: Editor

Reporting to: Editor of Physics Today

OVERALL RATING: 2.5

Major Responsibility 1: Edit articles

Weight: 80% Rating: 2.5 Score: 200

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
6. Perform these tasks in accordance with production schedule.

Comments: Jeff is very good at taking technical articles and making them readable. He does a thorough editing job and his articles don't usually need much extra work to get them into publishable form, either in the text or the illustrations.

However, in this period, his productivity has been poor. Between February 1995 and January 1995, Jeff edited ten feature articles and two two-page introductory pieces -- way below his capacity. Because the March 1994 issue closed March 11 and the March 1995 issue closed February 10, Jeff was actually asked to work on 13 issues in this twelve month review period. If we consider (generously) the two introductory articles combined to be equivalent to one regular article, Jeff's productivity amounts to 0.85 articles per issue, or 0.9 articles per calendar month. There were no significant disruptions to office routine comparable to the move of the previous year.

In Jeff's performance review of 2/94, it was noted that he edited 14 feature articles (published Mar. 93 - Feb. 94), and his production of work was considered "satisfactory under the circumstances." However, this period included a disruptive relocation to College Park, and the review noted that "Jeff is capable of editing 16 articles a year, an average of about 1.3 articles a month. This should be his goal for the next twelve months."

Jeff has failed to meet this goal. He tends to isolate **D00022**

himself from the mainstream of day to day life at PT, by arriving late, eating lunch late, and working at home on Wednesdays. When approached about editing articles, he is often pessimistic with projections of his capabilities and he resists taking on projects. He rarely if ever volunteers for any extra work. These attitudes tend to deflect attention from him. If Jeff took more of the load of editing feature articles, we could release some editors to write more Search stories, one of our important goals. We are attempting to publish feature articles of 4,000 words instead of 5,000 words as we did in the past.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15% Rating: 3.5 Score: 52.5

Component tasks:

With regard to assigned feature articles, and in consultation with the editor-in-chief:

1. Get in touch with the author when the outline is due.
2. Seek advice from a referee on the outline
3. Give feedback to the author about the outline.
4. Call the author when the manuscript is due.
5. Evaluate the manuscript
6. Contact a referee

Comments: Jeff carries the heaviest load of assigned articles and is usually thorough, perceptive and reasonably prompt.

Major Responsibility 3: Support the editorial effort of PT

Weight: 5% Rating: 3 Score: 15

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Submit ideas for feature articles and news stories.
3. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
4. Read relevant periodicals and attend relevant meetings to keep abreast of developments in physics.

Comments: Jeff's reviews are usually insightful, intellectually critical and reasonably prompt. The computer log shows that Jeff reviewed nine feature articles and twenty six letters in this period. Jeff is not a big source of ideas for news stories and feature articles, but he often makes interesting comments in meetings that are well thought out and sometimes these turn out to be ideas that no one else has articulated.

Holt
Hornung
Pyle
Willis
Newell
Hasell
Met
Als
Deadline
for edit
ing

Appraisers Comments:

Jeff is a very capable editor and does an excellent job of editing feature articles and a good job of handling the other duties described here. His productivity on his main function of editing feature articles is below standard and we expect to see some improvement in the next twelve months. Jeff should aim to edit a minimum of 15 articles published April 1995 to March 1996. This will require

speed, efficiency and a willingness to get involved in the needs of the magazine. Effective immediately, his privilege of working at home on Wednesdays is canceled/until further notice since he has not demonstrated, as he claimed, that he can be more productive by so doing. With an overall rating of 2.5, Jeff's performance will be reviewed again in six months. To demonstrate the productivity that is expected of him, he should have edited seven articles in the five issues (April through August 1995) that will be considered at that time.

**AMERICAN INSTITUTE OF PHYSICS
EXEMPT PERFORMANCE PLAN AND APPRAISAL FORM**

Employee Name: Jeff Schmidt

Division: Physics Today *Manager:* Gloria Lubkin

Job Title: Senior Associate Editor

Planning Date: _____ *Review Date(s):* _____

Instructions for Performance Appraisal: Review your completed planning form and notes to assess the effectiveness with which the employee carried out each responsibility. Select the numerical rating level (summarized below) that best suits actual performance for each major responsibility. All component tasks should be reviewed in order to determine how well a responsibility has been fulfilled.

- 5 **Consistently Exceeds Job Requirements** - Performance is consistently exceptional; employee demonstrates unusually high level of accomplishment, and has mastered all essential elements of the component tasks in this responsibility.
 - 4 **Exceeds Job Requirements** - Consistently performs full range of tasks in this responsibility in a manner far above satisfactory. Has full understanding of all aspects of this responsibility.
 - 3 **Meets Job Requirements** - Performance is satisfactory. Employee accomplishes tasks and meets expectations. Improvement continues at the expected rate, and performance is what can be expected from a well-qualified individual. Employee requires a minimum amount of counsel, guidance, and supervision.
 - 2 **Partially Meets Job Requirements** - Needs improvement to meet acceptable level of performance; may still require considerable supervision before performance is satisfactory. May be characterized by insufficient knowledge, ineffective planning, and/or unproductive resource management.
 - 1 **Does Not Meet Job Requirements** - Has demonstrated only minimally acceptable level of performance. May be characterized by lack of knowledge, ambivalent judgement, negligent planning, and/or wasteful resource management.

Enter a numerical rating for each major responsibility in the Rating column; your choices are 5, 4.5, 4, 3.5, 3, 2.5, 2, 1.5, and 1. Specific written comments must be provided for performance ratings of 5, 4.5, 2, 1.5, and 1, explaining why these high or low ratings were given. Also, if the employee's achievement in one responsibility differs substantially from the achievement in another, this should be discussed in the Appraiser's Comments section.

The numerical rating for each major responsibility times its assigned weight gives a numerical score; find the sum of scores for all major responsibilities, and convert this to a rated performance level (see the Managers' Performance Appraisal Worksheet). Enter the OVERALL RATING (not the total score) on the Performance Appraisal Form. Complete the comments portion of the appraisal form to document the employee's overall achievements and areas in need of improvement.

D00025

Component Tasks

Comments

Rating

- | | | |
|----|--|-----|
| 1. | Jeff continues to do a thorough and professional job of editing feature articles. He edited 14 in this period (published Mar. 93 - Feb. 94), which included a disruptive relocation to College Park. Jeff is capable of editing 16 articles a year, which is an average of about 1.3 articles a month. This should be his goal for the next twelve months. Jeff should continue to help the magazine get back on schedule by continuing to meet his copy deadlines. | 3.5 |
| 2. | Jeff took responsibility for the largest number of assigned articles handled by any of the PT staff, often around 13 at a time. In general he handled these in an efficient and productive manner. It would be helpful if he would get into the habit of bringing his list of assigned articles, or relevant pouches, when he is called to a meeting with the Editor and Managing Editor to discuss these responsibilities. | 3.0 |
| 3. | Jeff reviewed about seven articles in the period between 2/17/93 and 7/8/93 and has made a big improvement on his turnaround time. One exception was a review of an article by Owen Gingerich which was assigned just before the relocation, on October 18, and was not returned until January 11. Although this may have got caught up in the move, Jeff should be careful not to let reviews "fall through the cracks." Jeff does not submit many ideas for feature articles and news stories. | 2.0 |

Overall Rating _____

3

D00026

Major Responsibilities	Weight
<p>1. Edit articles:</p> <ul style="list-style-type: none"> A. Communicate with authors in person and by telephone, letter, fax and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes. B. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact. C. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions. D. Revise article in conjunction with copy editor, editor and author's corrections. E. Proofread galleys, help prepare page layouts, check bluelines. F. Perform these tasks in accordance with production schedule. 	80%
<p>2. Take responsibility for assigned feature articles, in consultation with the editor-in-chief:</p> <ul style="list-style-type: none"> A. Get in touch with the author when the outline is due. B. Seek advice from a referee on the outline C. Give feedback to the author about the outline. D. Call the author when the manuscript is due. E. Evaluate the manuscript. F. Contact a referee. 	15%
<p>3. Support the editorial effort of PT:</p> <ul style="list-style-type: none"> A. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces. B. Submit ideas for feature articles and news stories. C. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc. 	5%

D00027

Appraiser's Comments - Please comment on the employee's overall performance during this appraisal period, including demonstrated strengths and weaknesses. Areas needing improvement should be specified and observed during the next appraisal period.

Jeff was asked to improve his rate of editing articles in February 1993 over the succeeding six-month period, to return reviews of articles faster and to continue taking responsibility for assigned articles. He fulfilled the requirements and was promoted to senior associate editor effective 8/1/93. Jeff elected to relocate to Maryland and has settled into the new situation. This has been a period of major dislocation for the staff and Jeff has been an important factor in continuing operations at PT. While his production of work has continued to be satisfactory under the circumstances, Jeff has chosen to ignore AIP's requirement that all ACP staff be present between the hours of 9 a.m. and 4 p.m. He arrives typically between 9 a.m. and 10:50 a.m. (see note re 31 January 1994). His justification seems to be that it shouldn't matter, providing he does enough work. Jeff claims that he stays late and works much longer hours than required. If Jeff wants to campaign for different hours, it would be preferable that he accept the existing rules and work to change them, rather than setting a rebellious example to others on the staff.

Employee's Comments - Use this space, if desired, to comment on this review.

SIGNATURES:

Employee: Read 18 Feb 94 J. Schmidt Date: _____

Appraiser: J. Lubkin Date: 2/18/94 2/18
[Manager, Director or Officer]

Both the appraiser and employee must sign and date the form. The employee's signature does not necessarily represent agreement with the review, but that he/she has seen the form and participated in the performance appraisal.

H.R. Review _____

Date: _____

D00028

PERFORMANCE PLAN 1994

PERIOD: February 1994-January 1995
Employee Name: Jeff Schmidt
Division: Physics Today Manager: Gloria Lubkin
Job Title: Senior Associate Reporting to: Ken McNaughton
Editor

Major Responsibility 1: Edit articles

Weight: 80%

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
6. Perform these tasks in accordance with production schedule.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15%

Component tasks:

With regard to assigned feature articles, and in consultation with the editor-in-chief:

1. Get in touch with the author when the outline is due.
2. Seek advice from a referee on the outline
3. Give feedback to the author about the outline.
4. Call the author when the manuscript is due.
5. Evaluate the manuscript
6. Contact a referee

Major Responsibility 3: Support the editorial effort of PT

Weight: 5%

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Submit ideas for feature articles and news stories.
3. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
4. Read relevant periodicals and attend relevant meetings to keep abreast of developments in physics.

D00029

PHYSICS TODAY

January 27, 1995

JOB DESCRIPTION

Initials: JS
Job title: Editor
Branch/Division: Physics Programs/*Physics Today*
Reports to: Editor

BRIEF DESCRIPTION OF JOB DUTIES:

Take responsibility for assigned articles, dealing with authors and reviewers; edit the articles

ESSENTIAL FUNCTIONS:

1. Edit feature articles in conjunction with authors; negotiate for artwork; monitor articles through production
2. Take responsibility for assigned articles; this includes reviewing the article, obtaining an outside review and conveying recommended revisions to the author
3. Review feature articles and letters to the editor
4. Provide editorial support through staff discussions, reading and traveling to keep abreast of the field and offering suggestions for articles and stories.

QUALIFICATIONS:

Graduate level training in physics or other physical science; several years' experience in editing or writing for a scientific or technical magazine

D00030

ARTICLES EDITED BY JEFF SCHMIDT

	January 27, 1995	1994/1995	1995/1996	1996/1997	
March	Bertulani				
April	--				
May	Garnire				
June	Intro (1/2)				
July	Park				
August	--				
September	Pais				
October	Ahrens				
November	--				
December	Marrs				
	Wolf				
	Kiehl				
	Intro (1/2)				
January	Ehrenreich				
February	Seitz				
TOTAL	--				11

D00031

	1993/1994	1992/1993	1991/1992	1990/1991
March	Zabusky Dawson	-- --	Gilman Gillette Kellerman	Salby Lankford --
April			Pake	Fleming Zewail
May	Tsong	--		--
June	Mendez Slusher Levenson	Wehrli Allen	Schrieffler Jorgensen	Drell/Okun Fainberg Bethel
July			--	Miner
August	Peterson	Attwood	Stodolsky Upton Swartz	Rugar (Hansen)
September	Stone	Munk Hogan	--	Tressel Forum
October		Falicov Esaki	Huffman Donnelly	Berry
November		--	Robertson	
December			Pobell	Starkweather Callen
January	Desurvire	--	--	--
February	Bastian Hudspeth	--	Tremaine	
TOTAL		14	12	13

D00032

ARTICLES EDITED BY JEFF SCHMIDT

January 27, 1995

PERIOD	1989/1990	1988/89	1987/88	1986/87
March	Mulligan	Passel	Damask	Clarke Maple
April	Nero	Agarwal	Donnelly	--
May	--	Sagdeev Axford Agarwal Okun Birgenwau	Nagle Swensen Moyer Wineland	Greene Oppenheim McDermott
June	Karle	Wearnt	Alvarez	Babcock
July	Okun	Barschall		
August	Birgenwau			
September	Wolfenstein	Goldberg	Evernden	Quate Bertsch
October	Neuschatz			Alfven
November	Tani	Josephson	Burrows	Johnson
December	Lounasmaa			Ghate
January	Hauptman	Seidel Feinberg Brown	Winkler	Eastman
February	Pais	Can/Pat	Reif	Reif
	--		Irvine	Irvine
	Smith	Wong Lee	Bak	Bak
	Levi	Kleppner	Perl	Perl
			Bauer	Bauer
TOTAL	13	16	15	19

D00033

**AMERICAN INSTITUTE OF PHYSICS
EXEMPT PERFORMANCE PLAN AND APPRAISAL FORM**

Employee Name: Jeff Schmidt

Division: Physics Today **Manager:** Gloria Lubkin
Reporting To: Ken McNaughton

Job Title: Associate Editor Level II

Planning Date: _____ *Review Date(s):* _____

Instructions for Performance Appraisal: Review your completed planning form and notes to assess the effectiveness with which the employee carried out each responsibility. Select the numerical rating level (summarized below) that best suits actual performance for each major responsibility. All component tasks should be reviewed in order to determine how well a responsibility has been fulfilled.

- 5 **Consistently Exceeds Job Requirements** - Performance is consistently exceptional; employee demonstrates unusually high level of accomplishment, and has mastered all essential elements of the component tasks in this responsibility.
 - 4 **Exceeds Job Requirements** - Consistently performs full range of tasks in this responsibility in a manner far above satisfactory. Has full understanding of all aspects of this responsibility.
 - 3 **Meets Job Requirements** - Performance is satisfactory. Employee accomplishes tasks and meets expectations. Improvement continues at the expected rate, and performance is what can be expected from a well-qualified individual. Employee requires a minimum amount of counsel, guidance, and supervision.
 - 2 **Partially Meets Job Requirements** - Needs improvement to meet acceptable level of performance; may still require considerable supervision before performance is satisfactory. May be characterized by insufficient knowledge, ineffective planning, and/or unproductive resource management.
 - 1 **Does Not Meet Job Requirements** - Has demonstrated only minimally acceptable level of performance. May be characterized by lack of knowledge, ambivalent judgement, negligent planning, and/or wasteful resource management.

Enter a numerical rating for each major responsibility in the Rating column; your choices are 5, 4.5, 4, 3.5, 3, 2.5, 2, 1.5, and 1. Specific written comments **must** be provided for performance ratings of 5, 4.5, 2, 1.5, and 1, explaining why these high or low ratings were given. Also, if the employee's achievement in one responsibility differs substantially from the achievement in another, this should be discussed in the Appraiser's Comments section.

The numerical rating for each major responsibility times its assigned weight gives a numerical score; find the sum of scores for all major responsibilities, and convert this to a rated performance level (see the Managers' Performance Appraisal Worksheet). Enter the **OVERALL RATING (not the total score)** on the Performance Appraisal Form. Complete the comments portion of the appraisal form to document the employee's overall achievements and areas in need of improvement.

Major Responsibilities	Weight
<p>1. Edit articles:</p> <ul style="list-style-type: none"> A. Communicate with authors in person and by telephone, letter, fax, and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes. B. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact. C. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions. D. Revise article in conjunction with copy editor, editor and author's corrections. E. Proofread galleys, help prepare page layouts, check blue lines. F. Perform these tasks in accordance with production schedule. 	80%
<p>2. Take responsibility for assigned feature articles, in consultation with the editor-in-chief:</p> <ul style="list-style-type: none"> A. Get in touch with the author when the outline is due. B. Seek advice from a referee on the outline C. Give feedback to the author about the outline. D. Call the author when the manuscript is due. E. Evaluate the manuscript F. Contact a referee 	15%
<p>3. Support the editorial effort of PT:</p> <ul style="list-style-type: none"> A. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces. B. Submit ideas for feature articles and news stories. C. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc. 	5%

Component Tasks

Comments

Rating

1. Jeff is a diligent editor and follows each step of the editing process very carefully. He is good at communicating with authors and gets good results from them, including revisions. He pays attention to schedule and predicts where bottlenecks might occur. Jeff is the primary editor for feature articles at PT. He edited the following numbers of articles in these years (using for comparison, the months in which these articles were published, March through February, listing by the March date; some of these numbers involve revisions from numbers used in last year's review; the current numbers were developed from consistent records in the art department, whereas some of the numbers used last year were quotes from a former appraiser):

Year:	1986	1987	1988	1989	1990	1991	1992
Number:	19	15	16	13	13	13	12

Jeff prefers to work carefully and thoroughly on a smaller number of manuscripts, and resists pressure to do more, even when asked to edit more quickly and less thoroughly and thereby perhaps not make an article as clear, concise and readable as he is capable of doing. It should be noted that Jeff has taken on more responsibility for assigned articles in the last twelve months, as discussed in the next section. However, 1993 is going to be a difficult year for PT because of the upcoming move and pressure to release more editors for Search and Discovery. Jeff will be required to edit more articles than he has been doing 1989-1992, and more like the rate he maintained 1986-1988. He will therefore be assigned two articles in most months, and will be expected to edit 16 published articles March 93 through February 94.

2. This procedure was developed with Jeff and the other article editors and formalized around August 1992 as a method of getting editors involved with the author earlier in the process, and as a way of trying to get more articles in the pipeline. Although Jeff appears to like the idea of getting involved earlier in the cycle, he resisted the idea of having to do more work, saying that it would be difficult to get all his editing done. It is felt that some reduction of editing may be necessary to allow this extra step. Jeff is very capable on all steps and needs to allow time for these tasks during his editing day.

3. Jeff is a careful reviewer of manuscripts and his opinions are valuable. He reviewed a reasonable number of feature articles in the last twelve months (12), but he takes a long time to return the review (average 41 days). He needs to aim to return all reviews within two weeks. Jeff is not strong on submitting ideas for feature articles and news stories.

Overall Rating

3.0

D00036

Appraiser's Comments - Please comment on the employee's overall performance during this appraisal period, including demonstrated strengths and weaknesses. Areas needing improvement should be specified and observed during the next appraisal period.

Jeff is a good editor and can be trusted to do a good job in relating to prominent physicist authors. He tends to resist pressure and this makes it difficult to adjust loads in times of stress, which we have now because of various changes at the magazine. He has taken on some additional responsibility for assigned articles and needs to continue to be attuned to what is required at the magazine, rather than what he is used to or what he would prefer for his own workload. Jeff makes himself available for a number of editors who consult him on matters relating to their own work.

Employee's Comments - Use this space, if desired, to comment on this review.

SEE ATTACHED LETTER ON TITLE CHANGE.

SIGNATURES:

Employee: J. Schmidt Date: 17 FEB. 93

Appraiser: Kenia Luskin Date: 2/17/93
[Manager, Director or Officer]

Both the appraiser and employee must sign and date the form. The employee's signature does not necessarily represent agreement with the review, but that he/she has seen the form and participated in the performance appraisal.

H.R. Review _____

Date: _____

D00037

INTER - OFFICE MEMORANDUM

February 17, 1993

To: Jeff Schmidt
cc: Terri Braun, Gloria Lubkin,
From: Ken McNaughton *MM*
Subject: Title change

Jeff

The goals we have discussed in your performance appraisal call for you to edit more articles per month than you have been doing over the last four years, 1989-1992. A rate of 16 articles per year means about 1.3 articles per month, for example:

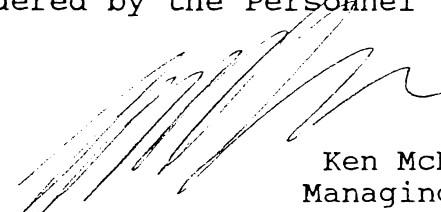
March	Zabusky Dawson
April	Tsong
May	Lewis or something else
June	Mendez Plus?
July	One
August	One Another

If we aim at this schedule for you, it would be nine articles in six months. Allowing for glitches (which sometimes happen) this should guarantee you edit eight articles in six months, which is the required rate.

You are required to take responsibility for assigned articles as discussed in the review.

You should return your reviews of submitted manuscripts within two weeks of receiving them.

If you can meet these goals and maintain satisfactory performance, we would evaluate your performance again early in August and recommend a title change to be considered by the Personnel Committee in August.



Ken McNaughton
Managing Editor

D00038

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form - B - Personnel Committee Action Only

TO: PAYROLL

DATE: 01/13/93

EMPLOYEE: JEFFREY SCHMIDT

DIVISION: PHYS TODAY

EMP NO.: 1437

OLD PAYROLL ACCOUNT: MANAG EDITOR

NEW PAYROLL ACCT:

Salary Change: YES Title Change:

Transfer:

REMARKS: EXEMPT

SALARY CHANGE INFORMATION

Position Title	Grade	Current Range	Effective	Next Review
ASSOC EDT LEV II	EY07	\$41500-\$53100-\$64700	03/01/93	03/01/94

Previous Salary	Amount of Increase	New Salary	Percent Increase
50500.0000	2200	52700	4.4

Quartile: 2 Overall Rating: 3

Recommending PartyAuthorized ApprovalPersonnel**TITLE CHANGE INFORMATION**

From: ASSOC EDT LEV II To: Effective:

New Grade: New Range:

Division HeadPersonnel**TRANSFER (Division or Charges) INFORMATION**

From: PHYS TODAY MANAG EDITOR To:

Effective Date:

Division HeadDivision HeadPersonnel**MISCELLANEOUS REMARKS:**

EXEMPT

D00039

12 February 1993

Ken --

This is my request that you revise my annual review. It is not intended to be appended to the review, although, as you will see, I originally wrote it for that purpose. I'm sorry I didn't have time to change the format.

-- Jeff

Physics Today editor Gloria Lubkin and the Physics Today staff consider me the senior editor of feature articles at the magazine. Yet, the seniority I have earned through 12 years of conscientious, high-quality work is not reflected in my job title. If the American Institute of Physics wished to hire an editor with 12 years' experience, it would almost certainly have to offer a title reflecting the individual's seniority. AIP should recognize the experience and seniority gained by its own employees, even if it does so in a way that costs it nothing, such as through a change to a senior nonmanagement title; I feel this is long overdue in my case.

Although the promotion should be given in consideration of 12 years of service to AIP with many excellent reviews and letters of praise from many prominent physicists, the discussion of it has focused mainly on the most recent annual review. So I should say something here about my work over the last year.

Physics Today managing editor Ken McNaughton, who wrote the review, acknowledges that in the last year I maintained the quality and quantity of my feature article editing while greatly expanding my work in the solicitation of articles. Yet, in spite of this increase in work over the previous year, he has lowered my rating to 3.0 without a clear explanation of the rationale for this surprising response. When he gave my article editing a rating of 4.0 last year, the implication was that if I kept up the good work I would continue to get a good rating, as had been the case with previous managing editors.

But after a year of even harder work and perfect attendance I am told that my work is to be judged by a crude new method created hurriedly and with unexplained motivation during the review process itself. This is unfair. I should have been told at the beginning of the year how my work would be judged. Could I reasonably have been expected to know by what criteria my work would be evaluated if the managing editor himself did not know?

Crude is the correct word to describe the new assessment method and its use to rewrite history. The numbers in the table in this year's review are inaccurate as a measure of the work I have been doing, and not just because they are based on old art-department schedules that do not need to be as accurate as the previous managing

D00040

editors' records in this area. It is not unusual for one article to take many times longer to edit than another. Editing a debate article with two independent authors, for example, can be like editing two articles. And the trend has been to give me more and more of the difficult technical articles and fewer and fewer of the articles on subjects that other editors can handle, such as physics education (this in spite of the fact that physics education is one of my interests and areas of expertise).

The previous managing editor also tabulated the articles I edited, but he was able to take into account factors such as I have mentioned, and he came up with very different numbers for many of the years listed here. I object to having a new, crude, misleading measure of my work sprung on me at the end of my assessment period and then featured as the centerpiece of my review. The review should be rewritten to come across as more in touch with what our work at Physics Today is all about and more confidence-inspiring, or, if not that, at least to explicitly acknowledge the change in the assessment method. Staff members need to be told in advance how we are to be judged. If the final tabulation really is going to be pretty much oblivious to the nature of the work, then taking on difficult assignments will suddenly become a rather foolish thing to do, creating a new issue in the office -- the fairness of editing assignments.

A final note: Given the recent concern about the magazine's unreliable adherence to schedule, it should be noted that when I have been allowed to manage my time more freely (such as during the 10½-year period from March 1981 to August 1991) I have been the Physics Today staff member with the best record of editing articles in a timely fashion. The art-department records are quite accurate on dates that articles were sent to the printer and could be checked to verify my claim. I request that such a check be made and added to this review form. Keep in mind that these records underestimate the degree to which I work ahead, because articles edited early or on schedule are copy edited and checked by the editor less quickly than articles that come in late.

PHYSICS TODAY
from Ken McNaughton

2/16/93

GURIA

PT

/m

D00042

TO: Gloria Lubkin

FROM: Paul Hersch

DATE: 28 February 1991

RE: Report on Jeff's Interview Relating to His 1991 Performance Evaluation

I presented Jeff's performance evaluation to him on 13 Feb during the late morning. He returned to my office later that day to discuss it.

He was satisfied with the overall tenor of the evaluation but challenged some of my statements. In particular,

Under "Executing," Jeff objected to my stating that he gets overinvolved. He said that he considered his editing of an article complete once it left his office, but that if the copy editor came up with questions, he felt it part of his job to answer those questions. Jeff specifically objected to my using the example of the intro for the November 1990 issue, adding that my perception was biased by events: He cited the manuscript's being written late; the need to send it to several staff people for comments; and the fact that key people had taken business trips, complicating discussions and approvals.

Under "Relationships," Jeff objected to my last sentence, which he thought was critical of him.

Under "Delegating," Jeff objected to the word "drudge." He said it denigrated the secretaries and implied that he never did such work.

Under "Potential," Jeff pointed out that the section was there for the evaluator to describe how the employee might move ahead in AIP.

After hearing Jeff out, I asked to adjourn the interview until Thursday or Friday so that I might attend to other matters before commenting on his objections.

I met with Jeff three more times between the 14th and the 20th for about 15 to 20 minutes, usually developing an acceptable response to only one item each time. In essence, these were that

the last sentence under "relationships" was not meant to be critical of him.

D00043

it would have been best not to use the word "drudge," under "Delegating." I explained that my purpose in using the word was to point out that Jeff understands that Physics Today is best served when he uses his time to do work that specifically requires his skills.

I agreed with his comment about the use of the "Potential" category. I pointed out that with the new evaluation form, he and I could set objectives that, if approved by Gloria Lubkin and fulfilled by Jeff, would allow him to achieve a senior editor grade.

my comments under "Executing," could be colored by circumstance; that the lateness of the November manuscript could have sensitized my awareness of the time taken for, and nature of, the work remaining to be done; and that I ought to have mentioned possible mitigating circumstances in the evaluation.

Once these points were clarified, Jeff signed the evaluation form, and it was faxed to Woodbury prior to Noon of 20 February in time for consideration during the employee review committee meeting.

PHYSICS TODAY
from Gloria B. Lubkin

1/7/91

PfI, Did you complete
the corrective inter-
view? Please show
me a copy of the com-
pleted interview form.

G

D00045

Conv w/ Terri B. 12/27/90

He should

Corrective interview

Formally written up in his ^{Personna} file.

If this behavior is not corrected
Childish, inappropriate
behavior

any further behavior
interfered with ~~in~~ efficient

D00046

PHYSICS TODAY
from Gloria B. Lubkin

12/27/90

Paul,
Please create a
memo to Jeff
strongly complain-
ing about his
sabotaging use of
the OTEX terminal
in his office &
in his barricading
of his desk. Give
me a draft copy
so I can comment
on it before Jeff
returns from
vacation.

G

D00047

Conv w/ Werner Wolf 8/8/94

John Wickliffe, Vanderbilt U.
Bioplusicist
photography tomorrow

It hasn't been very good working
w/ S.S.
Is he a scientist?
He plays things very close to the vest.

D00048

FACSIMILE TRANSMISSION

TO Ms. Gloria B. Lubkin, Editor
Physics Today
American Institute of Physics
One Physics Ellipse
College Park MD 20740
Telephone: 301 / 209-3043
Facsimile: 301 / 209-0842

Date: 04 February 1994

FROM Dr. A. J. Hudspeth
Center for Basic Neuroscience Research
University of Texas Southwestern Medical Center
5323 Harry Hines Boulevard
Dallas TX 75235-9039
Telephone: 214 / 648-3664
Facsimile: 214 / 648-6324

2 pages including this transmittal form

Dear Ms. Lubkin,

Thank you for your facsimile message, which I received yesterday.

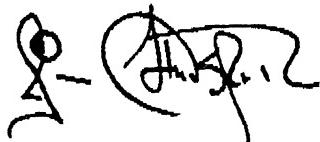
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Yours sincerely,



D00049

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D00050

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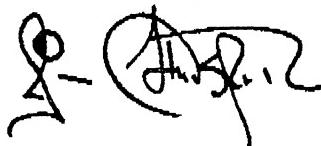
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D00051

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D00052

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5323 Harry Hines Boulevard
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Facsimile: 214 / 648-6324

2 pages including this transmittal form

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D00053

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D00055

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D00057

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KØBENHAVNS UNIVERSITET

NIELS BOHR INSTITUTET

Blegdamsvej 17, DK-2100 København Ø

PHONE: (+45) 3532 5200

PHONE, direct (+45) 353 25

TELEFAX, national: (31) 42 10 16

TELEFAX, internat: +45 31 42 10 16

TELEFAX

to:

Mr. Jeff Schmidt

page 1 of:

2

Telefax no.:

001-301-2090842

date:

6/4/94

Ref.:

Dear Mr. Schmidt. Attached please
find corrections to my piece for Ph. Today.
I compliment you on your editing -
and on your excellent choice of pictures!
Perhaps it is too easy to ask:

- ① How many free offprints
- ② How many can I order? Price?

I'd like them all with covers.

Please contact if there are further
questions.

Best regards as to
Gloria Braun-Pas

D00059

11 March 1994

Ken -

As I mentioned yesterday, the Garmire
manuscript has arrived and it would
be useful for me to work on it
one day at home next week. Wednesday
16 March 1994 looks best.

-Jeff

CR
WM
3/11/94

cc: GL, WM, TS, JB

D00060

**AMERICAN INSTITUTE OF PHYSICS
EXEMPT PERFORMANCE PLAN AND APPRAISAL FORM**

Employee Name: Jeff Schmidt

Division: Physics Today *Manager:* Gloria Lubkin

Job Title: _____ Senior Associate Editor

Planning Date: _____ *Review Date(s):* _____

Instructions for Performance Appraisal: Review your completed planning form and notes to assess the effectiveness with which the employee carried out each responsibility. Select the numerical rating level (summarized below) that best suits actual performance for each major responsibility. All component tasks should be reviewed in order to determine how well a responsibility has been fulfilled.

- 5 **Consistently Exceeds Job Requirements** - Performance is consistently exceptional; employee demonstrates unusually high level of accomplishment, and has mastered all essential elements of the component tasks in this responsibility.
 - 4 **Exceeds Job Requirements** - Consistently performs full range of tasks in this responsibility in a manner far above satisfactory. Has full understanding of all aspects of this responsibility.
 - 3 **Meets Job Requirements** - Performance is satisfactory. Employee accomplishes tasks and meets expectations. Improvement continues at the expected rate, and performance is what can be expected from a well-qualified individual. Employee requires a minimum amount of counsel, guidance, and supervision.
 - 2 **Partially Meets Job Requirements** - Needs improvement to meet acceptable level of performance; may still require considerable supervision before performance is satisfactory. May be characterized by insufficient knowledge, ineffective planning, and/or unproductive resource management.
 - 1 **Does Not Meet Job Requirements** - Has demonstrated only minimally acceptable level of performance. May be characterized by lack of knowledge, ambivalent judgement, negligent planning, and/or wasteful resource management.

Enter a numerical rating for each major responsibility in the Rating column; your choices are 5, 4.5, 4, 3.5, 3, 2.5, 2, 1.5, and 1. Specific written comments **must** be provided for performance ratings of 5, 4.5, 2, 1.5, and 1, explaining why these high or low ratings were given. Also, if the employee's achievement in one responsibility differs substantially from the achievement in another, this should be discussed in the Appraiser's Comments section.

The numerical rating for each major responsibility times its assigned weight gives a numerical score; find the sum of scores for all major responsibilities, and convert this to a rated performance level (see the Managers' Performance Appraisal Worksheet). Enter the **OVERALL RATING (not the total score)** on the Performance Appraisal Form. Complete the comments portion of the appraisal form to document the employee's overall achievements and areas in need of improvement.

<i>Major Responsibilities</i>	<i>Weight</i>
<p>1. Edit articles:</p> <ul style="list-style-type: none"> A. Communicate with authors in person and by telephone, letter, fax and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes. B. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact. C. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions. D. Revise article in conjunction with copy editor, editor and author's corrections. E. Proofread galleys, help prepare page layouts, check bluelines. F. Perform these tasks in accordance with production schedule. 	80%
<p>2. Take responsibility for assigned feature articles, in consultation with the editor-in-chief:</p> <ul style="list-style-type: none"> A. Get in touch with the author when the outline is due. B. Seek advice from a referee on the outline C. Give feedback to the author about the outline. D. Call the author when the manuscript is due. E. Evaluate the manuscript. F. Contact a referee. 	15%
<p>3. Support the editorial effort of PT:</p> <ul style="list-style-type: none"> A. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces. B. Submit ideas for feature articles and news stories. C. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc. 	5%

D00062

<i>Component Tasks</i>	<i>Comments</i>	<i>Rating</i>
1. Jeff continues to do a thorough and professional job of editing feature articles. He edited 14 in this period (published Mar. 93 - Feb. 94), which included a disruptive relocation to College Park. Jeff is capable of editing 16 articles a year, which is an average of about 1.3 articles a month. This should be his goal for the next twelve months. Jeff should continue to help the magazine get back on schedule by continuing to meet his copy deadlines.		3.5
2. Jeff took responsibility for the largest number of assigned articles handled by any of the PT staff, often around 13 at a time. In general he handled these in an efficient and productive manner. It would be helpful if he would get into the habit of bringing his list of assigned articles, or relevant pouches, when he is called to a meeting with the Editor and Managing Editor to discuss these responsibilities.		3.0
3. Jeff reviewed about seven articles in the period between 2/17/93 and 7/8/93 and has made a big improvement on his turnaround time. One exception was a review of an article by Owen Gingerich which was assigned just before the relocation, on October 18, and was not returned until January 11. Although this may have got caught up in the move, Jeff should be careful not to let reviews "fall through the cracks." Jeff does not submit many ideas for feature articles and news stories.		2.0

Overall Rating

3

D00063

Appraiser's Comments - Please comment on the employee's overall performance during this appraisal period, including demonstrated strengths and weaknesses. Areas needing improvement should be specified and observed during the next appraisal period.

Jeff was asked to improve his rate of editing articles in February 1993 over the succeeding six-month period, to return reviews of articles faster and to continue taking responsibility for assigned articles. He fulfilled the requirements and was promoted to senior associate editor effective 8/1/93. Jeff elected to relocate to Maryland and has settled into the new situation. This has been a period of major dislocation for the staff and Jeff has been an important factor in continuing operations at PT. While his production of work has continued to be satisfactory under the circumstances, Jeff has chosen to ignore AIP's requirement that all ACP staff be present between the hours of 9 a.m. and 4 p.m. He arrives typically between 9 a.m. and 10:50 a.m. (see note re 31 January 1994). His justification seems to be that it shouldn't matter, providing he does enough work. Jeff claims that he stays late and works much longer hours than required. If Jeff wants to campaign for different hours, it would be preferable that he accept the existing rules and work to change them, rather than setting a rebellious example to others on the staff.

Employee's Comments - Use this space, if desired, to comment on this review.

SIGNATURES:

Employee: Read 18 Feb. 94 J. Schmidt Date: _____
Appraiser: C. Lubkin Date: 2/10/94 2/18
[Manager, Director or Officer]

Both the appraiser and employee must sign and date the form. The employee's signature does not necessarily represent agreement with the review, but that he/she has seen the form and participated in the performance appraisal.

H.R. Review _____

Date: _____

D00064

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form - B - Personnel Committee Action Only

TO: PAYROLL

DATE: 01/19/94

EMPLOYEE: Jeffrey Schmidt

DIVISION: Physics Today

EMP NO.: (n/a)

OLD PAYROLL ACCOUNT: Phys Today

NEW PAYROLL ACCT:

Salary Change:**Title Change:****Transfer:**

REMARKS: exempt

SALARY CHANGE INFORMATION

Position Title	Grade	Current Range	Effective	Next Review
Sr Assoc Editor	EY08	\$45800-\$59100-\$72500	03/01/94	03/01/95

Previous Salary	Amount of Increase	New Salary	Percent Increase
\$54300.00	2600	56900	4.79

Quartile: 2 Overall Rating: 3

G. Lubkin
Recommending Party

Authorized Approval

Personnel

TITLE CHANGE INFORMATION

From: Sr Assoc Editor To: Effective:

New Grade: New Range:

Division Head

Personnel

TRANSFER (Division or Charges) INFORMATION

From: Physics Today To:

Effective Date:

Division Head

Division Head

Personnel

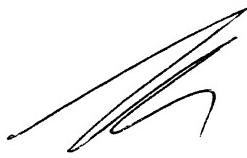
MISCELLANEOUS REMARKS:
exempt

Rev. 07/90

D00065

PHYSICS TODAY MEMO

TO: Jeff Schmidt
cc: Gloria Lubkin
John Rigden
FROM: Ken
RE: Late arrival
DATE: 31 January 1994



Jeff

You were seen arriving for work at 10:35 a.m. today. The current arrangements for flexible time at the Institute allow for staff to arrive half an hour late if they stay half an hour late. But core hours are 9 to 4, which means that everyone must be here by 9 a.m.

D00066

Room 6-101
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

DEPARTMENT OF PHYSICS

CAMBRIDGE, MASSACHUSETTS 02139-4307

December 8, 1993

Gloria Lubkin
Editor, Physics Today
One Physics Ellipse
College Park
MD 20740

Dear Gloria:

Yesterday I received the November issue of Physics Today containing the article about the Olympiad examinations. I think that the editorial and production staff are to be commended for doing such an excellent job on a very tricky manuscript. It looks really very nice.

I hope that things are settling down in your new location and that you are finding the move congenial.

With warm regards, and best wishes for the holidays.

Yours,

Tony

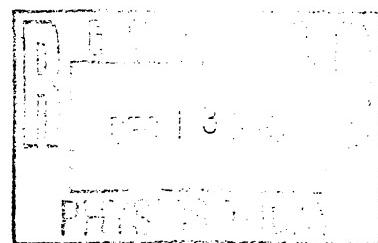
A. P. French

D00067

Room 6-101, Physics Dept.
INSTITUTE OF TECHNOLOGY
MICHIGAN AVENUE
DETROIT, MASS. 02139



Gloria B. Lubkin
Editor, Physics Today
One Physics Ellipse
College Park
MD 20740



28748-3542 81

D00068

24 August 1993

Ken —

I'd like to use seven vacation days 26 August 1993 through
3 September 1993.

JHF

OK
Km
8/24/93

cc: GY, JS, LM, Km

D00069



INTER-OFFICE MEMORANDUM

18 August 1993

To: John Rigden

From: Jeff Schmidt, Physics Today

Subject: Time out of office before move

John,

I haven't had any time off all year, and I'd like to see my family before the move to Washington. I am flexible as to the timing, length and nature of my time out of the office.

When I asked Ken McNaughton to tell me exactly what his memo of 17 August 1993 means, he first indicated that the policy he refers to isn't strict but later indicated that no one at AIP will be allowed to use vacation time or even work out of the office after 3 September 1993.

I think you will agree that my request for some time out of the office isn't unreasonable, especially if I work during that time. Would you please help me to arrange it?

D00070

16 August 1993

Ken --

This is in response to your request late last week that I modify my vacation plan described in my note of 4 August 1993.

In that note I mentioned that I have not had a vacation all year. This is not because I failed to plan a vacation or because I did not need one. The six-month work plan that you drew up for me earlier this year did not allow time for a vacation. Late last month I received notice of the title change, indicating that I had fulfilled the plan. A few days later I made my vacation request. I couldn't plan the vacation for August because you have scheduled me to edit an unusually large number of articles for the October issue, and that editing should be done in August. Thus the earliest practical vacation time for me is in September, but when I asked for that you indicated that vacations after Friday 3 September are being discouraged. (This policy should have been announced months ago.)

I then offered to forgo the vacation and simply work away from the office. This would at least allow me to travel and see my family after working hours. You called this a vacation in disguise, even though I would be doing my work. (I have worked successfully away from the office on at least two previous occasions.) Yes, this would involve some inconvenience, but not nearly as much as a vacation.

I will be as flexible as I can be in scheduling time out of the office, but I need to know how flexible you will be before I can schedule anything. Please let me know.

Jeff

D00071

PHYSICS TODAY MEMORANDUM

To: **Jeff** 

From: **Ken**

CC: **Gloria**

Re: **Annual vacations**

Date: **17 August 1993**

Jeff:

People who want to be away from the office after Labor Day, for annual vacation etc., are being asked to wait until things settle down in College Park. We are going to need all the help that we can get over this period.

17 AUG 93

4 Aug 93

Gloria —

GLORIA —
FOR YOUR
INFORMATION.

- JEFF

I have not had a vacation all year. By the end of this month I will be due over 8 weeks of vacation days and personal days because I have not taken much vacation time in past years. I would like to take a 15-working-day vacation beginning 30 August 1993. (I'm writing to you because Ken is on vacation this week.)

- Jeff

D00073

4 Aug 93

Gloria —

I have not had a vacation all year. By the end of this month I will be due over 8 weeks of vacation days and personal days because I have not taken much vacation time in past years. I would like to take a 15-working-day vacation beginning 30 August 1993. (I'm writing to you because Ken is on vacation this week.)

-Jeff

D00074

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form - B - Personnel Committee Action Only

TO: PAYROLL

DATE: 06/17/93

EMPLOYEE: JEFFREY SCHMIDT

DIVISION: PHYS TODAY

EMP NO.: 1437

OLD PAYROLL ACCOUNT: MANAG EDITOR

NEW PAYROLL ACCT:

Salary Change: YES Title Change: YES Transfer:

REMARKS: EXEMPT PROMOTION ONLY

SALARY CHANGE INFORMATION

Position Title ASSOC EDT LEV II	Grade EY07	Current Range \$41500-\$53100-\$64700	Effective 08/01/93	Next Review 03/01/94
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Previous Salary 52700.0000	Amount of Increase 1600	New Salary 54300	Percent Increase 3.04
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Quartile: 2

Overall Rating:


Recommending Party

Authorized Approval

Personnel

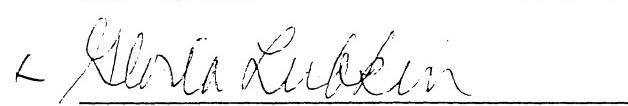
TITLE CHANGE INFORMATION

From: ASSOC EDT LEV II

To: SENIOR ASSOCIATE
EDITOR

Effective: 08/01/93

New Grade: New Range:


Division Head

Personnel

TRANSFER (Division or Charges) INFORMATION

From: PHYS TODAY MANAG EDITOR To:

Effective Date:

Division Head

Division Head

Personnel

MISCELLANEOUS REMARKS:

EXEMPT PROMOTION ONLY

D00075

- GLORIA

From phtsong@twnas886.bitnet Sat May 15 22:12:40 1993
Date: Sun, 16 May 1993 10:12 PDT
From: PHTSONG@ccvax.sinica.edu.tw
Subject: article
To: jds@aip.bitnet

Dear Dr. Schmidt:

I am very glad to see the article on atom-probe field ion microscopy in print. You have done an excellent editing job. I would like to thank you very much for that. The only minor error I can find is the direction of the arrow of the line drawing of Fig. 7 which has been reversed. But readers should be clear which direction the adatom moves. I am also happy to see the cover comes out very nicely.

Now that the article is published, would you kindly ask the printer to return all the slides and photographs to me using my Taiwan address.

Thank you again.

Sincerely,

Tien T. Tsong

D00076

1. Edit articles: 80%
 - A. Communicate with authors in person and by telephone, letter, fax, and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
 - B. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
 - C. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
 - D. Revise article in conjunction with copy editor, editor and author's corrections.
 - E. Proofread galleys, help prepare page layouts, check bluelines.
 - F. Perform these tasks in accordance with production schedule.

2. Take responsibility for assigned feature articles, in consultation with the editor-in-chief: 15%
 - A. Get in touch with the author when the outline is due.
 - B. Seek advice from a referee on the outline
 - C. Give feedback to the author about the outline.
 - D. Call the author when the manuscript is due.
 - E. Evaluate the manuscript
 - F. Contact a referee

3. Support the editorial effort of PT: 5%
 - A. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
 - B. Submit ideas for feature articles and news stories.
 - C. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.

1. Jeff is a diligent editor and follows each step of the editing process very carefully. He is good at communicating with authors and gets good results from them, including revisions. He pays attention to schedule and predicts where bottlenecks might occur. Jeff is the primary editor for feature articles at PT. He edited the following numbers of articles in these years (using for comparison, the months in which these articles were published, March through February, listing by the March date; some of these numbers involve revisions from numbers used in last year's review; the current numbers were developed from consistent records in the art department, whereas some of the numbers used last year were quotes from a former appraiser): 3.0

Year:	1986	1987	1988	1989	1990	1991	1992
Number:	19	15	16	13	13	13	12

Jeff prefers to work carefully and thoroughly on a smaller number of manuscripts, and resists pressure to do more, even when asked to edit ~~3.0~~ more quickly and less thoroughly, thereby perhaps not making an article as clear, concise and readable as he is capable of doing. It should be noted that Jeff was asked to take more responsibility for assigned articles in the last twelve months, as discussed in the next section. However, 1993 is going to be a difficult year for PT because of the upcoming move and pressure to release more editors for Search and Discovery. Jeff will be required to edit more articles than he has been doing 1989-1992, and more like the rate he maintained 1986-1988. He will therefore be assigned two articles in most months, and will be expected to edit 16 published articles March 93 through February 94.

2. This procedure was developed with Jeff and the other article editors and formalized around August 1992 as a method of getting editors involved with the author earlier in the process, and as a way of trying to get more articles in the pipeline. Although Jeff appears to like the idea of getting involved earlier in the cycle, he resisted the idea of having to do more work, saying that it would be difficult to get all his editing done. It is felt that some reduction of editing may be necessary to allow this extra step. Jeff is very capable on all steps and needs to allow time for these tasks during his editing day. 3.0

3. Jeff is a careful reviewer of manuscripts and his opinions are valuable. He reviewed a reasonable number of feature articles in the last twelve months (12), but he takes a long time to return the review (average 41 days). He needs to aim to return all reviews within two weeks. Jeff is not strong on submitting ideas for feature articles and news stories. 2.0

has taken on

3.0

D00078

Jeff is a good editor and can be trusted to do a good job in relating to prominent physicist authors. He tends to resist pressure and this makes it difficult to adjust loads in times of stress, which we have now because of various changes at the magazine. He has taken on some additional responsibility for assigned articles and needs to continue to be attuned to what is required at the magazine, rather than what he is used to or what he would prefer for his own workload. Jeff makes himself available for a number of editors who consult him on matters relating to their own work.

D00079

Component Tasks

Comments

Rating

		4.0
<ul style="list-style-type: none">■ Jeff is our senior editor for feature articles. He can handle a wide range of subjects and degrees of difficulty, and always produces a first-class editing job.■ Jeff is very thorough and effective at communicating with authors. He is careful to get the best possible article onto the editing desk and is diligent in following up with authors.■ Fine. Jeff is very good at getting good illustrations for articles.■ Fine.■ Fine.■ Jeff is very conscious of the schedule and tries hard to meet deadlines. He tends to resist requests for speeding up the editing process, claiming it would jeopardise quality. At times, it would be more useful to have him process more articles with less thoroughness. For 1991, Jeff edited 13 articles. Comparable article numbers for previous years were 15 1/2 (1989) and 16 (1990). *Jeff should strive to maintain the quantity as well as the quality of his work.		
<ul style="list-style-type: none">■ Jeff submits careful and competent reviews. He can produce these at short notice if asked, but is careful to point out that this will take him off editing work and hence cause delays. Left to his own devices, he tends to work continuously on editing and leaves reviews until he is reminded. This can cause problems if the editor needs a review in a hurry and has not communicated a deadline for it.■ Good. As in 1 above, he may need reminding. <p>* In 1991 Jeff was asked to help with article solicitation more than in previous years. One article he edited was by two authors and was more time-consuming than most.</p>		3.5

D00080

<i>Major Responsibilities</i>	<i>Weight</i>
<p>3. Support the editorial effort of PT:</p> <p>A. Submit ideas to editor for feature articles and to staff reporters and/or editor for news stories.</p> <p>B. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.</p> <p>C. Have discussions with other editors about editorial matters and help them with their editing.</p> <p>D. Read relevant periodicals and attend relevant meetings to keep abreast of developments in physics.</p>	15%

D00081

Component Tasks

Comments

Rating

		2.0
<ul style="list-style-type: none">■ Considering his seniority and experience, Jeff could submit more ideas.■ Jeff will attend general staff meetings when asked, but is generally guarded with his comments and sometimes seems preoccupied with his own materials. In small meetings his contributions are usually precise and helpful.■ Jeff is sought out by a number of members of the staff for advice on editing and is helpful in consultations with his peers.■ Jeff receives a lot of wide range of periodicals in physics, science, business and education. However, he does not appear to translate many things he reads in periodicals into publishable ideas for articles and news items. He does not attend, nor ask to attend, a lot of meetings.	D00082	

Overall Rating _____

Appraiser's Comments - Please comment on the employee's overall performance during this appraisal period, including demonstrated strengths and weaknesses. Areas needing improvement should be specified and observed during the next appraisal period.

Jeff is a fine editor of feature articles and a good reviewer.

He works steadily when he is in the office and produces a good volume of work. If he shared himself a bit more in staff meetings, he would make a more rounded staff member. Jeff has been on the staff for eleven years as associate editor and has accumulated a lot of wisdom about the magazine.

Employee's Comments - Use this space, if desired, to comment on this review.

SIGNATURES:

X Employee: READ 11 FEB. 92 J. Schmidt Date: _____ X
Appraiser: [Signature] A.B.L. Date: 11 Feb 1992
[Manager, Director or Officer]

Both the appraiser and employee must sign and date the form. The employee's signature does not necessarily represent agreement with the review, but that he/she has seen the form and participated in the performance appraisal.

H.R. Review _____

Date: _____

D00083

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form - B - Personnel Committee Action Only

TO: PAYROLL DATE: 01/14/92

EMPLOYEE: JEFFREY SCHMIDT DIVISION: PHYS TODAY
 EMP NO.: 1437
 OLD PAYROLL ACCOUNT: MANAG EDITOR NEW PAYROLL ACCT:

Salary Change: YES Title Change: Transfer:

REMARKS: EXEMPT

SALARY CHANGE INFORMATION

Position Title	Grade	Current Range	Effective	Next Review
ASSOC EDT LEV II	EY07	\$40300-\$51550-\$62800 <i>600</i>	03/01/92	03/01/93
Previous Salary	Amount of Increase	New Salary	Percent Increase	
47600.0000	2,900	50,500	6.1	

Quartile: *2* Overall Rating: *4 -*

X Gloria Lubkin X

~~Recommending Party~~

Authorized Approval

Personnel

TITLE CHANGE INFORMATION

From: ASSOC EDT LEV II To: Effective:
 New Grade: New Range:

Division Head

Personnel

TRANSFER (Division or Charges) INFORMATION

From: PHYS TODAY MANAG EDITOR To:
 Effective Date:

Division Head

Division Head

Personnel

MISCELLANEOUS REMARKS:
 EXEMPT

D00084

PERFORMANCE PLAN

Employee Name: Jeff Schmidt
Division: Physics Today Manager: Gloria Lubkin
Job Title: Associate Editor Reporting to: Ken McNaughton
Level II
Planning Date: Review Date(s):

Major Responsibility 1: Edit articles

Weight: 70%

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
6. Perform these tasks in accordance with production schedule.

Major Responsibility 2: Review manuscripts

Weight: 15%

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. After editor recommends referees, ask them to review manuscripts and communicate with them to ensure reviews arrive.

Major Responsibility 3: Support the editorial effort of PT

Weight: 15%

Component tasks:

1. Submit ideas for feature articles and news stories.
2. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
3. Have discussions with other editors about editorial matters and help them with their editing.
4. Read relevant periodicals and attend relevant meetings to keep abreast of developments in physics.

**AMERICAN INSTITUTE OF PHYSICS
EXEMPT PERFORMANCE PLAN AND APPRAISAL FORM**

Employee Name: Jeff Schmidt

Division: Physics Today **Manager:** Gloria Lubkin. Reports to
Ken McNaughton

Job Title: Associate Editor

Planning Date: _____ *Review Date(s):* _____

Instructions for Performance Appraisal: Review your completed planning form and notes to assess the effectiveness with which the employee carried out each responsibility. Select the numerical rating level (summarized below) that best suits actual performance for each major responsibility. All component tasks should be reviewed in order to determine how well a responsibility has been fulfilled.

- 5 **Consistently Exceeds Job Requirements** - Performance is consistently exceptional; employee demonstrates unusually high level of accomplishment, and has mastered all essential elements of the component tasks in this responsibility.
 - 4 **Exceeds Job Requirements** - Consistently performs full range of tasks in this responsibility in a manner far above satisfactory. Has full understanding of all aspects of this responsibility.
 - 3 **Meets Job Requirements** - Performance is satisfactory. Employee accomplishes tasks and meets expectations. Improvement continues at the expected rate, and performance is what can be expected from a well-qualified individual. Employee requires a minimum amount of counsel, guidance, and supervision.
 - 2 **Partially Meets Job Requirements** - Needs improvement to meet acceptable level of performance; may still require considerable supervision before performance is satisfactory. May be characterized by insufficient knowledge, ineffective planning, and/or unproductive resource management.
 - 1 **Does Not Meet Job Requirements** - Has demonstrated only minimally acceptable level of performance. May be characterized by lack of knowledge, ambivalent judgement, negligent planning, and/or wasteful resource management.

Enter a numerical rating for each major responsibility in the Rating column; your choices are 5, 4.5, 4, 3.5, 3, 2.5, 2, 1.5, and 1. Specific written comments must be provided for performance ratings of 5, 4.5, 2, 1.5, and 1, explaining why these high or low ratings were given. Also, if the employee's achievement in one responsibility differs substantially from the achievement in another, this should be discussed in the Appraiser's Comments section.

The numerical rating for each major responsibility times its assigned weight gives a numerical score; find the sum of scores for all major responsibilities, and convert this to a rated performance level (see the Managers' Performance Appraisal Worksheet). Enter the **OVERALL RATING** (*not the total score*) on the Performance Appraisal Form. Complete the comments portion of the appraisal form to document the employee's overall achievements and areas in need of improvement.

D00086

<i>Major Responsibilities</i>	<i>Weight</i>
<p>1. Edit articles:</p> <p>A. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.</p> <p>B. Communicate with authors in person and by telephone, letter, fax, and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.</p> <p>C. Negotiate with authors for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.</p> <p>D. Revise articles in conjunction with copy editor, editor and authors' corrections.</p> <p>E. Proofread galleys, help prepare page layouts, check bluelines.</p> <p>F. Perform these tasks in accordance with production schedule.</p>	70%
<p>2. Review Manuscripts:</p> <p>A. Read submitted manuscripts at request of the editor and return a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.</p> <p>B. After editor recommends referees, ask them to review manuscripts and communicate with them to ensure the reviews arrive.</p>	15%

D00087

PERFORMANCE PLAN 1993

PERIOD: February 1993-January 1994
Employee Name: Jeff Schmidt
Division: Physics Today Manager: Gloria Lubkin
Job Title: Associate Editor Reporting to: Ken McNaughton
Level II

Major Responsibility 1: Edit articles

Weight: 70% *85%*

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
6. Perform these tasks in accordance with production schedule.

Major Responsibility 2: Solicit and review manuscripts

Weight: 20% *10%*

Component tasks:

With regard to assigned feature articles, and in consultation with the editor-in-chief:

1. Get in touch with the author when the outline is due.
2. Seek advice from a referee on the outline.
3. Give feedback to the author about the outline.
4. Call the author when the manuscript is due.
5. Evaluate the manuscript
6. Contact a referee

Major Responsibility 3: Support the editorial effort of PT

Weight: 10% *5%*

Component tasks:

1. Submit ideas for feature articles and news stories.
2. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
3. On request, read and review submitted manuscripts for letters to the editor and opinion pieces.
4. Read relevant periodicals and attend relevant meetings to keep abreast of developments in physics.

PERFORMANCE PLAN 1992

PERIOD: February 1992-January 1993
Employee Name: Jeff Schmidt
Division: Physics Today Manager: Gloria Lubkin
Job Title: Associate Editor Reporting to: Ken McNaughton
 Level II
Planning Date: Review Date(s):

Major Responsibility 1: Edit articles

Weight: 70%

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
6. Perform these tasks in accordance with production schedule.

Major Responsibility 2: Review manuscripts

Weight: 15%

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. After editor recommends referees, ask them to review manuscripts and communicate with them to ensure reviews arrive.

Major Responsibility 3: Support the editorial effort of PT

Weight: 15%

Component tasks:

1. Submit ideas for feature articles and news stories.
2. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
3. Have discussions with other editors about editorial matters and help them with their editing.
4. Read relevant periodicals and attend relevant meetings to keep abreast of developments in physics.

24 Aug. 92

Ken —

I'd like to take a 15-working-day vacation starting

16 Nov. 92.

Jeff

D00090

MANUSCRIPT REVIEWS BY GC

February 8, 1993

Mar. 92 to Jan. 93

#	IN	OUT	DAYS
5950	3/31/92	4/14/92	14
5993	3/23/92	4/29/92	36
6015	4/9/92	4/14/92	5
6103	6/16/92	6/22/92	6
6115	6/19/92	6/22/92	3
6134	7/6/92	7/6/92	0
6143	7/8/92	7/17/92	9
6200	8/12/92	8/25/92	13
6222	8/31/92	9/1/92	1
6346	11/25/92	11/26/92	1
6349	11/30/92	12/4/92	4
6389	1/15/93	1/25/93	10
Reviews completed		12	
Total days			102
Average days per review			9

IN Date manuscript given to editor

OUT Date review received

DAYS Number of calendar days between IN and OUT, counting 30 days for one whole month.

D00091

PHYSICS TODAY

335 East 45th Street

New York, N.Y. 10017

212 661-9260

Telex 960983 AMINSTPHYS-NYK

Gloria B. Lubkin *Editor*

D00092

Member Societies:

The American Physical Society □ Optical Society of America □ Acoustical Society of America □ The Society of Rheology
American Association of Physics Teachers □ American Crystallographic Association □ American Astronomical Society
American Association of Physicists in Medicine □ American Vacuum Society □ American Geophysical Union



March 92

5950 Date MS given to JS 3/6/92

Date revw was ref'd 4/14/92 - (1 month +

5953 Date MS given to JS 3/6/92

Date revw was ref'd 3/26/92 (few weeks)

Dates MS given to JS

April 92

5995 Date MS given to JS 4/9/92

Date revw was ref'd 7/13/92 (3 months, few

6014 Date MS given to JS 4/9/92

Date revw was ref'd 5/20/92 (1 month, ~2 wks)

6030 Date MS given to JS 4/13/92

Date revw was ref'd 4/28/92 (~2 weeks)

6036 Date MS given to JS 4/27/92

Date revw was ref'd 5/29/92 (1 month, 2 days)

May 92

6052 Date MS given to JS 5/5/92

Date revw was ref'd 7/16/92 (2 months or 2 wks)

6053 Date MS given to JS 5/4/92

" " " 5/4/92 (some days)

" "

" " "

June 1992

6114 Date MS given to JS 6/19/92

Date revw was ref'd 8/4/92 (1 month & a half)

6114 " " (revision) 7/2/92

" " 8/4/92

July 1992

6080 Date MS given to JS 7/9/92

Date revw was ref'd 7/17/92 (1 wk & a half)

~~133~~ Date MS given to JS 7/8/92

MS was assigned to JS and published 10/1/92

6151 " " 7/20/92

Date revw was ref'd 10/22/92 (3 months & 2 days)

August 1992

6178 Date MS given to JS 8/4/92

MS was retrieved from him and given to someone else (published)

~~1915~~ " " 8/28/92

MS was assigned to JS and published 11/1/93

D00093

(13)

September 1992

245 Date MS given to JS 9/14/92 (retained and given to someone else) Published Dec

January 1993

2404 Date MS given JS 1/25/93 ~~Do not have ret'd JS still has this~~

The period between September '92 and January '93, JS
has been assigned to edit articles (Special issues)

D00094

February 1992

5937 Date MS given to GC 2/19/92 Date MS was ret'd 2/19/92 (Same day)

March 1992

5950 Date MS given to GC 3/31/92 Date MS was ret'd 4/14/92 (almost 1 month)

5993 Date MS given to GC 3/23/92 Date MS was ret'd 4/29/92 (almost 1 month)

5993 revision given to GC 12/9/92 GC hasn't turned in review yet

April 1992

0105 Date MS given to GC 4/9/92 Date MS was ret'd 4/14/92 (1 week)

June 1992

0103 Date MS given to GC 6/16/92 Date MS was ret'd 6/22/92 (almost a week)

0115 Date MS given to GC 6/19/92 Date MS was ret'd 6/21/92 (3 days)

July 1992

0134 Date MS given to GC 7/6/92 Date MS was ret'd 7/6/92 (Same day)

0143 Date MS given to GC 7/8/92 Date MS was ret'd 7/17/92 (1 week/few days)

August 1992

0200 Date MS given to GC 8/12/92 Date MS was ret'd 8/25/92 (~~2 weeks apart~~)

0222 " " " 8/31/92 " " 9/1/92 (1 day)

October 1992

0346 Date MS given to GC 11/15/92 Date MS was ret'd 11/26/92 (1 day)

0347 " " " 11/30/92 " " 12/4/92 (almost a wk)

D00095

January 1993

and no. on a line 11-10- 7 (14)

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form - B - Personnel Committee Action Only

TO: PAYROLL

DATE: 01/10/91

EMPLOYEE: JEFFREY SCHMIDT

DIVISION: PHYS TODAY

EMP NO.: 1437

OLD PAYROLL ACCOUNT: MANAG EDITOR

NEW PAYROLL ACCT:

Salary Change: YES

Title Change:

Transfer:

REMARKS: EXEMPT

SALARY CHANGE INFORMATION

Position Title	Grade	Current Range	Effective	Next Review
ASSOC EDIT LEV I	EY05	\$31100-\$39500-\$47900	03/01/91	03/01/92

Previous Salary	Amount of Increase	New Salary	Percent Increase
44420.0000	1780 4%	46,200.00	4%

Quartile: 4 Overall Rating: 4 -

Gloria B. Lubkin

Recommending Party

Authorized Approval

Personnel

TITLE CHANGE INFORMATION

From: ASSOC EDIT LEV I To: Effective:

New Grade: New Range:

Division Head

Personnel

TRANSFER (Division or Charges) INFORMATION

From: PHYS TODAY MANAG EDITOR To:

Effective Date:

Division Head

Division Head

Personnel

MISCELLANEOUS REMARKS:

EXEMPT

D00096

Rev. 07/90

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form - B - Personnel Committee Action Only

TO: PAYROLL

DATE: 01/10/91

EMPLOYEE: JEFFREY SCHMIDT

DIVISION: PHYS TODAY

EMP NO.: 1437

OLD PAYROLL ACCOUNT: MANAG EDITOR

NEW PAYROLL ACCT:

Salary Change: YES

Title Change:

Transfer:

REMARKS: EXEMPT

SALARY CHANGE INFORMATION

Position Title ASSOC EDIT LEV I	Grade EY05	Current Range \$31100-\$39500-\$47900	Effective 03/01/91	Next Review 03/01/92
Previous Salary 44420.0000	Amount of Increase 1780 440	New Salary 46,200.00	Percent Increase 40%	
Quartile: 4	Overall Rating: 4 -			

Gloria B. Lubkin _____
 Recommending Party Authorized Approval Personnel

TITLE CHANGE INFORMATION

From: ASSOC EDIT LEV I	To:	Effective:
New Grade:	New Range:	

Division Head
Personnel

TRANSFER (Division or Charges) INFORMATION

From: PHYS TODAY	MANAG EDITOR	To:
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Effective Date:

Division Head
Division Head
Personnel

MISCELLANEOUS REMARKS:

EXEMPT

D00097

**AMERICAN
INSTITUTE
OF PHYSICS**

INTER-OFFICE MEMORANDUM

To: Gloria Lubkin

From: John S. Rigden *JSR*

Date: June 25, 1991

Subject: Jeff Schmidt's vacation

I have given permission to Jeffrey Schmidt to take his vacation from July 24, 1991 to August 14, 1991. I feel very bad about this, but I felt for both humane and legal reasons, such a decision was required. Most of all I am sorry that I am off to the AAPT meeting and will not be able to talk to you directly. We shall talk when I return.

D00098

24 June 91

Gloria —

I'd like a leave of absence 24 July 91 — 14 August 91.

Jeff

D00099

17 April 1991

Paul —

I'd like to take vacations 24 May 91 - 10 June 91 and 24 July 91 - 14 August 91 to attend family events on the West Coast. The earlier period would be 9 vacation days with 1 BD and 1 CTT; the breakdown of the latter period is yet to be determined.

-Jeff

D00100

23 May 91

Paul —

In my memo of 17 April 1991 I promised more detail about my vacation of 24 July 91-14 August 91. Here it is: If not a leave of absence, it could be taken as ten vac days plus 3 CTT, 2 PD and 1 BD (if earned).

-Jeff

D00101

30 NOV. 90

PAUL & GLORIA,

HERE'S MY PLAN FOR TIME OUT OF THE OFFICE:

OUT 26 DEC. 90 THROUGH 17 JAN. 91,

USING 11 VAC DAYS AND 4 PERSONAL COMP AND
BONUS DAYS.

~~off~~

Rei d
nat app m
nat weeks m
not during
not
Chri
Gloria
12/15

AMERICAN INSTITUTE OF PHYSICS

EMPLOYEE PERFORMANCE REVIEW

Employee: JEFFREY D SCHMIDT

Division: PHYSICS TODAY

Job Title: ASSOC EDIT LEV I

Supervisor: GLORIA LUBKIN

Date Employed: 03/17/81 Date Effective: 03/01/90 Date Due:

Please comment on the following categories:

PLANNING (Practical solution to problems, long versus short range):

Very good at planning work for upcoming article editing. He works best on one project at a time. This is advantageous in that he can concentrate on an individual article. But it's disadvantageous because he postpones other jobs for a very long time. He's fair at long range planning.

EXECUTING (Ability to get ideas accepted by superiors and subordinates):

He's very thorough at article editing and effective with authors. He is tenacious in trying to get his ideas across to superiors and subordinates. However he is often not successful because of his inflexibility.

DELEGATING (Allowing others to do work, assigning work properly):

He delegates work to Elliot, such as keyboarding and art and layout. He has also delegated keyboarding to Kim and appeared to be effective. However, Kim reports difficulty in dealing with Jeff. He has delegated the completion of article edits to Pat Janowski and to Ellen Zeman.

ADAPTABILITY (Flexibility, ability to accept changes, work under pressure):

Jeff tries to accommodate his work habits but he's extremely rigid about his habits, style of work and opinions. He is fair about working under pressure.

DEPENDABILITY (Meeting deadlines, follow-up on detail):

He's very dependable and better than most of the PT staff about meeting deadlines. He's not always in the office when needed. He should keep Paul Hersch and me informed of his whereabouts. He is excellent on all the myriad details connected with article editing.

INITIATIVE (Enthusiasm, interest in work):

He's highly motivated to do superior work on the articles he edits. He does not do well in generating article ideas generally. But he showed good initiative and enthusiasm for a special issue on physics for the general public last year.

RELATIONSHIPS (With superiors, coworkers, and subordinates):

He is persistent about asserting his point of view and can be abrasive with his colleagues. He has been difficult to get along with in my experience.

ATTENDANCE (Punctuality and attendance):

OK

POTENTIAL (Promotability, expansion of responsibility):

COMMENTS:

Jeff is a fine article editor and can be depended on doing two articles per month when he's not on vacation or sick. We have received many letters of praise from authors he's worked with.

Jeff is not doing enough about another important part of his responsibility-- reviewing article manuscripts promptly and thoroughly. As a result the pipeline becomes clogged (in part due to his slowness). To offset this danger, I've been assigning reviewing to other staff members and avoiding Jeff's delays. I would like to see him be responsive promptly as I start again to give him regular reviewing assignments.

Rating= 3+

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL?

Report prepared by

Gloria B. LubkinDate: 3/9/90

Report reviewed by _____

Date: _____

Report discussed with employee by _____

Date: _____

READ 22 MARCH 90 J. Schmidt

(For Personnel Use Only)

REVIEW OF JEFF'S WORK IN THE PUBLISHING DEPARTMENT - STAFF MEMBER

Jeff's work in the publishing department is characterized by his ability to produce detailed reports, analyses and other materials submitted to his supervisor in a more timely manner. He always staff does a fine job writing articles in part because he methodically plans the various sections and themes. Although he works best when concentrated, Jeff is flexible enough to take on interspersing reviewing work for other staff members during the day. Rating: 3+

Research and Jeff is the fourth and last member of the performance review committee. He performs his research with a high level of enthusiasm, but tends to do it in waves. Once he begins, he becomes very involved in his work, but tends to stop periodically. The supervisor can also tell when he is not fully engaged in his work, as evidenced by his lack of interest in the different types issues with the diminished return for his investment of time. Rating: 3+

Delegating: Where possible, Jeff delegates drudge work and dues to others. This usually requires the request and cooperation of the delegators. Rating: 3+

Adaptability: Jeff's staff are asked to do something beyond the basic assignment. He will usually express his objections and sometimes refuse them. However, having concluded these negotiations, he does so asked and does it without recrimination. Rating: 3+

Dependability: Jeff is the most dependable staff member with regard to meeting strict completion commitment dates. He can also be counted on to carry out in timely fashion and with satisfactory results any relatively simple work (such as entering references) if he is less dependable (although his performance has improved) on his turnaround time reviewing articles. Rating: 3+

Innovation: Jeff likes doing the work he does, and he takes pride in doing a good job. He has shown initiative by learning to use the communication capabilities of the computer, which has benefited PI. On the other hand, Jeff has been mostly passive in providing creative ideas. Rating: 3+

Relationships: Jeff generally is well liked by and gets along very well with most of the coworkers and me. He is particularly appreciated by Milt Giedel and Ellen Jeeman because he has been extremely cooperative in teaching them the "tricks" of the article-editing trade. Jeff, unfortunately, like off some people, can be very nosey, intrusive and pursue his ideas. Rating: 3

Punctuality: Except for vacation time, Jeff invariably is in the office. Although he doesn't keep conventional office hours, he puts in considerably more time than standards require. Rating: 3+

Productivity: Under suitable conditions, Jeff produces an averagely productive staff member. Rating: 3

Comments: Jeff is looked upon as PI's architect and/or engineer for many years, he has been responsible for producing about 80% of the materials sent PI publishes. Although no one is independent, Jeff

is among the less expendable P.I. staff members. He has a good analytical mind that should be used to provide greater input into the department's needs (such as providing ideas and criticism of potential articles).

OVERALL GRADE A 3+

D00106

EFFICIENCY PROFILE FOR JEFF DUMITRICK AND STAFF REPORT

Planning Jeff has improved his ordering of priorities and now reviews letters, articles and other materials submitted for his review in a more timely manner. Although he works best when concentrating on a single article, he is now dispersing his preparation work over other articles within his article editing schedule. Rating: VG

Execution Jeff is thorough and accurate at performing his assigned tasks. However, Jeff often presents his ideas in vague, non-change persistence that may aggravate some ~~other~~ people. Rating: *Delayed into for 2 days* 5

Delegation When possible, Jeff delegates drudgework and does it in a way that gains the respect and cooperation of the delegates. Rating: VG

Adaptability If Jeff is asked to do something to which he takes exception, he won't usually express his objections and sometimes repeat them. However, having concluded these representations, he goes as asked, does it well and does not bear grudges. Rating: VG

Dependability Jeff is the most dependable staff member with regard to meeting article completion commitment dates. He can also be counted on to carry out in timely fashion and with satisfactory results any preliminary article work (such as getting referees). He is less dependable (although his performance has improved) on his turnaround time reviewing articles. Rating: VG-E

Initiative Jeff likes doing the work he does, and he takes pride in doing a good job. He has shown initiative by learning to use the communication capabilities of the computer, which has benefited PT. On the other hand, Jeff has been reticent about producing article ideas. Rating: VG-E

Relationships With the possible exception of one or two staff, Jeff is most liked by and gets along very well with his co-workers and me. He is particularly appreciated by two of the less experienced staff because he has been extremely considerate in teaching them the "tricks" of the article-editing trade. Jeff unfortunately runs off some AJP managers because of the way he presents and pursues his ideas. Rating: G

Attendance Except for vacation, Jeff is invariably in the office. Although he doesn't keep conventional ATP hours, he puts in considerably more time than standards require. Rating: VG-E

Potential Under suitable conditions, Jeff could be an even more productive staff member. Rating: VG

Comments Jeff is looked upon as PT's articles editor, since in the past he has been responsible for producing about 35% of the articles that PT publishes. Although no one is indispensable, Jeff is among the less expendable PT staff members. He has a good analytic mind and ways should be found to use his experience and potential to maximum advantage.

Grade

D00107

TO: GBL

FROM: Paul Hersch

DATE: 29 January 1991

RE: Jeff Schmidt's article output

Per your request for a tally of Jeff Schmidt's article output for 1988-1990, I have reviewed the records. The counts are:

Year	Articles Edited
1988	15
1989	15 1/2
1990	16

D00108



INTER-OFFICE MEMORANDUM

DATE: 24 April 1990

TO: G. Lubkin
FROM: T. C. Braun *TCB*
SUBJECT: May Personnel Committee Action

	<u>POSITION</u>	<u>SALARY</u>	<u>NEXT REVIEW</u>	<u>QUARTILE</u>
NAME: Jeffrey Schmidt				
FROM:	Assoc Ed I	\$42,300 yr.		3
TO:		44,420 yr.	3/1/91	4

D00109

Conv w/ Terri B. 4/24/90
re JS

GBL does not remember agreeing to a revised review last year. The revised review was probably created after the Personnel Comm. met last year. Terri therefore feels she should not agree to it being revised for the Personnel file.

JS has written a memo to John Ryden complaining about his treatment presumably. Terri will tell John that memo should be copied to her and me or else John "tear it up before reading it."

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form - B - Personnel Committee Action Only

TO: PAYROLL DATE: 01/19/90
EMPLOYEE: JEFFREY SCHMIDT DIVISION: PHYS TODAY
EMP NO.: 1437 OLD PAYROLL ACCOUNT: MANAG EDITOR NEW PAYROLL ACCT:
Salary Change: YES Title Change: Transfer:
REMARKS: EXEMPT

SALARY CHANGE INFORMATION

Position Title ASSOC EDIT LEV I	Grade EY05	Current Range \$31100-\$39500-\$47900	Effective 03/01/90	Next Review 03/01/91
Previous Salary 42300.0000	Amount of Increase	New Salary	Percent Increase	
Quartile: 3	Overall Rating:			

Recommending Party Authorized Approval Personnel

TITLE CHANGE INFORMATION

From: ASSOC EDIT LEV I To: Effective:
New Grade: New Range:

Division Head Personnel

TRANSFER (Division or Charges) INFORMATION

From: PHYS TODAY MANAG EDITOR To:
Effective Date:

Division Head Division Head Personnel

MISCELLANEOUS REMARKS:
EXEMPT

Rev. 01/90

D00111

AMERICAN INSTITUTE OF PHYSICS

EMPLOYEE PERFORMANCE REVIEW

Employee: JEFFREY D SCHMIDT

Division: PHYSICS TODAY

Job Title: ASSOC EDIT LEV I

Supervisor: GLORIA LUBKIN

Date Employed: 03/17/81 Date Effective: 03/01/90 Date Due:

Please comment on the following categories:

PLANNING (Practical solution to problems, long versus short range):

Seems to do good job at short-term planning.
Not sure about long-term capabilities

EXECUTING (Ability to get ideas accepted by superiors and subordinates):

Has good reasoning power which he uses to
persuade others ~~of his~~ in accepting his point of view

DELEGATING (Allowing others to do work, assigning work properly):

Has no trouble assigning correction entries to others, but
is reluctant to give up other aspects of his duties

ADAPTABILITY (Flexibility, ability to accept changes, work under pressure):

Tries to accommodate, but won't be pressured to change
work habits in large steps

DEPENDABILITY (Meeting deadlines, follow-up on detail):

Adhesive on detail. Does better than ~~most~~ others on
staff in meeting deadlines. Goes out of way to get job done.

INITIATIVE (Enthusiasm, interest in work):

Highly motivated to do superior work

RELATIONSHIPS (With superiors, coworkers, and subordinates):

Can't speak for others at this time. My relationship with him is

ATTENDANCE (Punctuality and attendance):

Jeff has his own hours and I can easily abide with them.

POTENTIAL (Promotability, expansion of responsibility):

Can't say for certain at this time.

COMMENTS:

Jeff is the managing article editor. He is
visible and dedicated and, from my limited observation,
works well with authors and ~~the~~ staff. He
and Rose ~~may~~ may want to curtail their
conferences ~~in~~ following the copy-editing phase of
a manuscript's progress.

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL?

Report prepared by

Paul VerschDate: 15 Feb - 90

Report reviewed by

Date:

Report discussed with employee by

Date:

(For Personnel Use Only)

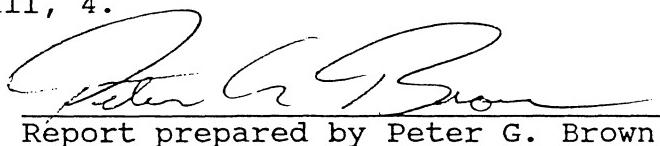
Jeff Schmidt: Performance Review

1. Planning: Very good. Jeff is excellent at planning the work for his upcoming article assignments, and he is very clear (and accurate!) about what he can and cannot deliver. Furthermore, he has helped a great deal with the negotiation needed to bring articles to an editable stage. He works best on one project at a time; this has the advantage that Jeff can give all of his considerable concentration to a single project, but it has the disadvantage that occasionally a relatively small job must wait in a relatively long queue before it gets done.
2. Executing: Outstanding. Jeff is the mainstay as an articles editor at Physics Today. When he says an article is ready, he means that insofar as he is concerned everything--text, art, captions, credit lines--is in a publishable state. This thoroughness, his direct and persistent negotiation with authors and his management of his time are all models to which others can aspire.
My hope is that he will begin to take a somewhat more active role in soliciting new manuscripts for publication, and in the editing and acquisition of the illustrations for his articles. I would also hope he would act more quickly and more regularly in dealing with the review and refereeing of the manuscripts he is asked to supervise. I think a better system for handling the manuscripts and making it clear when a reply is needed would enable him to give more timely responses to these matters.
3. Delegating: He is quite willing to delegate work to those he thinks he can trust implicitly. For example, he has entrusted the completion of two articles in the past few months to Pat Janowski of our staff, and I believe she has indeed finished them off without further intervention from Jeff.
He is less willing to delegate corrections and typing--in short, routine matters, to the secretarial staff, on the (perhaps justifiable) grounds that correcting the mistakes they introduced would be more time consuming than completing the work himself. Accordingly, he often asks Elliot Plotkin to enter galley or page-proof corrections. My impression is that Elliot is generally agreeable about this, but if he cannot, it is Jeff's responsibility to have the corrections entered (perhaps himself, perhaps by someone else). In general, if Elliot cannot enter such corrections, Jeff should seek help from the managing editor.
4. Adaptability: Jeff has the ability to adapt his editorial input to the available time, and he manages that time effectively. He is also, by now, our most experienced hand with articles, and he seems able to edit virtually all kinds of articles. His working routines and editorial judgments, however, are by now well ingrained and occasionally seem inflexible: although he is willing to follow whatever procedures and to debate whatever editorial guidelines are set forth, there are occasions when he also seems

somewhat more concerned about clarifying rules and precedent than with finding ways to adapt to the goals at hand.

5. Dependability: Excellent. He commonly arrives a bit late, but he also generally works late into the night. As noted above, he is thorough, and he takes charge of the work assigned.
6. Initiative: Excellent, so long as he is clear the work will be needed for a soon-to-appear issue of the magazine. He has also taken the initiative (with William Sweet) for editing a special issue on science literacy to appear in December 1989. Nevertheless, he could be more forthcoming about suggesting new articles for publication in ordinary (non-single-topic) issues.
7. Relationships: Good to fair. Jeff is generally quiet, but he is unafraid of confrontation, and he is persistent about asserting his point of view.
8. Attendance: Excellent
9. Potential: Very good. I think Jeff can adapt to virtually any editorial direction, and he is well-qualified to train other editors in the preparation of articles. He is most valuable to us as an article editor, and he seems happy with that role; I would be quite cautious--as I think he would too--about offering assignments that would preclude his taking a continuing active role in article editing.

General Comments: Overall, 4.



Report prepared by Peter G. Brown

Reviewed by Gloria B. Lubkin

February 13, 1989

D00115

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form - B - Personnel Committee Action Only

TO: PAYROLL DATE: 01/19/90

EMPLOYEE: JEFFREY SCHMIDT DIVISION: PHYS TODAY
EMP NO.: 1437
OLD PAYROLL ACCOUNT: MANAG EDITOR NEW PAYROLL ACCT:

Salary Change: YES Title Change: Transfer:

REMARKS: EXEMPT

SALARY CHANGE INFORMATION

Position Title	Grade	Current Range	Effective	Next Review
ASSOC EDIT LEV I	EY05	\$31100-\$39500-\$47900	03/01/90	03/01/91

Previous Salary	Amount of Increase	New Salary	Percent Increase
42300.0000	2120	44,420	5%

Quartile: 3 Overall Rating: 3+

Gloria B. Lubbin

Recommending Party	Authorized Approval	Personnel
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TITLE CHANGE INFORMATION

From: ASSOC EDIT LEV I To: Effective:

New Grade: New Range:

Division Head	Personnel
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TRANSFER (Division or Charges) INFORMATION

From: PHYS TODAY MANAG EDITOR To:

Effective Date:

Division Head	Division Head	Personnel
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MISCELLANEOUS REMARKS:
EXEMPT

Rev. 01/90

D00116

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form B - Personnel Committee Action Only

TO: PAYROLL

DATE: 1/12/90

RE: Jeffrey Schmidt (Employee's Name) DIVISION: Phys. Tod.

Payroll Account: _____

Salary Change

Grade Change

Transfer

equity Adjustment

Exempt

SALARY CHANGE

Assoc. Ed. I

9/1/89

Position Title

Grade

Range

Effective Date

\$40,700

\$1,600

\$42,300

Previous Salary

Amount of Increase

New Salary

Percentage

Quartile

Overall Rating

Gloria Lubkin
Recommending Party

Jean Beyer
Authorized Approval

Personnel

Grade
TITLE CHANGE

From _____ To _____
New Grade 5

Effective Date 9/1/89

31,100-39,500-47,900
New Range

Gloria Lubkin
Division Head

Jean Beyer
Personnel

TRANSFER (Division or Charges)

From _____ To _____ Effective Date _____

Division Head

Division Head

Personnel

D00117

PHYSICS TODAY

from Gloria B. Lubkin

PHYSICS TODAY

from Jeff Schmidt

17 NOV 89

GLORIA -

I THINK IT HAS BEEN ABOUT TWO WEEKS
NOW SINCE I REMINDED YOU THAT I
WANTED TO DISCUSS AND RESOLVE THE
"COMPUTER DISPUTE." YOU DIDN'T HAVE
TIME THE DAY I MENTIONED IT, BUT
YOU SAID YOU WOULDN'T FORGET. I THINK
THIS SORT OF THING SHOULD NOT GO UNRESOLVED
FOR SO LONG, AT LEAST NOT IN THIS CASE.

PLEASE EITHER BORROW MY MEMO (TO
BARBARA) ON THE SUBJECT FOR A FEW DAYS
WITHOUT COPYING IT, OR ASK BARBARA OR ME
TO READ IT TO YOU.

THANKS,

JEFF

D00118

3 NOV. 89

GLORIA —

THE REVIEWER'S COMMENTS ON JOHN GILMAN'S ARTICLE
HAVE ARRIVED. A COPY IS ATTACHED.

AS WE DISCUSSED AT THE SCHEDULE MEETING, I WILL
CALL BACKER TO SEE HOW HE PLANS TO PROCEED. I HOPE
TO DO THAT TODAY. (I'VE BEEN WORKING ON OBITS & BOOK REVIEWS.)

— JEFF

P.S. YESTERDAY A MAINTENANCE MAN FROM THE BUILDING CAME TO THIS FLOOR
IN RESPONSE TO A COMPLAINT THAT IT WAS NOT WARM ENOUGH HERE. HE
CLOSED THE FLOOR'S FRESH AIR INTAKE WAY DOWN (SUCH AIR IS COOL
DURING THIS SEASON), AND AS A RESULT IT IS NOW SOMEWHAT WARMER
BUT THE SMOKE LEVEL IN THE AIR HAS GONE WAY UP. THIS COULD CAUSE
MORE HEADACHES, SORE THROATS AND COLDS THAN THE PREVIOUS SET-UP,

WHICH INDIVIDUALS COULD COPE WITH BY WEARING SWEATERS. LAST TIME THIS
ISSUE CAME UP WE DECIDED, AND I QUOTE FROM MY 15 DEC. 1987 MEMO ON THE
SUBJECT, "ALTHOUGH WE DO NOT THINK WE SHOULD HAVE TO CHOOSE BETWEEN FRESH AIR
AND PROPER TEMPERATURE, WE WOULD MAKE CLEAN AIR THE PRIORITY IF WE WERE D00119
FORCED TO CHOOSE." COULD YOU GET THE FRESH AIR INTAKE OPENED UP SOME
MORE?

Comments on "The Edison Legacy" by John J. Gielman

In general I don't find much here that I would disagree with but also I don't find much that seems profound enough to justify publication in Physics Today. The references do not indicate that the author is aware of the Edisonian Studies related to the Edison Papers over the past decade. The Josephson biography is 30 years old and many of the points made about Edison's managerial style have been made by others more recently and should be cited as an indication that the author is aware of the extensive literature on this theme. I will indicate some of these references in the following.

1. Networks of Power by Thomas P. Hughes, 1983 has much on Edison as does his essay on the "Electrification of America" in Technology and Culture, (1979), pp. 124-161. Also see Hughes' on "Edison's Method" in Technology at the Turning Point (1977).
2. An excellent recent book on Edison is Edison's Electric Light by Robert Friedel and Paul Israel, 1986.
3. On p.1, 4th paragraph. Who are some of these unnamed "authors and writers"? Who were some of the experts who worked for Edison? Might look at an essay "Edison and the Pure Science Ideal in 19th Century America" Science, Feb. 8, 1980, (D. Hounshell).
4. p.1, 5th paragraph. On Edison's approach to mgt. see "Thomas Edison as a "Manager of R&D" by W.B. Carlson in IEEE, Technology and Society Magazine, Dec. 1988, pp. 4-12. Also "Thinking and Doing at Menlo Park" by Carlson and Gorman, in Menlo Park Laboratory, 1989
5. p.2, 1st par. To say that Edison failed in attempt to revolutionize mining is too simple dismissal. See W.B. Carlson "Edison in the Mountains: the "agnetic Ore Separation Venture," in Hist. of Technology, 1983.
6. Volume I of the Edison Papers is now in print and has relevant information both in documents and editorial notes by the team of scholars at Rutgers.

Conclusion: I would not recommend publication of the paper unless the author is willing to review and cite at least some of the books and papers on Edison published since 1959. Some will lend support to the thesis. Others will enrich and perhaps modify some of the substance of the paper. As it stands the paper seems too innocent with re scholarship in this field.

PHYSICS TODAY
from Gloria B. Lubkin

8/21/89

Jeff - As I said to you
early last week,
please prepare a memo
explaining your
ideas for the special
issue on public understand-
ing of physics.
I would like to
receive it by 25 August,
please.

Gloria

D00121

PHYSICS TODAY

from Gloria B. Lubkin

8/14

JS: I understand
from WS that you
have been circulating
a memo on the
physics literacy
issue. May I see
your current version
of it? I've been
nothing from you
for many months
concerning the issue.

D00122

PHYSICS TODAY

from Peter G. Brown

Jeff Schmidt -
213-776-8887

after 3 p.m.
Guth
Daggett

D00123

PHYSICS TODAY
from Gloria B. Lubkin

4/17/89

To: Jeff
Bill

I understand we got
a copy of the article
on the high - school
survey ~~2 May~~
on 29 March. May
I see a copy today.
please?

D00124

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form B - Personnel Committee Action Only

TO: PAYROLL

DATE: 1/20/89

RE: Jeffrey Schmidt (Employee's Name) DIVISION: Phys. Tod.

Payroll Account:

Salary Change

Title Change

Transfer

SALARY CHANGE

30

Assoc. Ed. I Position Title	22 Grade	29,510-37,130-44,750 Range	3/1/89 Effective Date	3/1/90 Next Review
\$37,700 yr.	\$3000	\$40,700		8%
Previous Salary	Amount of Increase	New Salary		Percentage

Gloria B. Lufkin

Recommending Party

Authorized Approval

Personnel

TITLE CHANGE

From _____ To _____ Effective Date _____

New Grade _____ New Range _____

Division Head _____

Personnel _____

TRANSFER (Division or Charges)

From _____ To _____ Effective Date _____

Division Head _____

Division Head _____

Personnel _____

Rev. 5/84

D00125

Jeff Schmidt: Performance Review

1. Planning: Very good. Jeff is excellent at planning the work for his upcoming article assignments, and he is very clear (and accurate!) about what he can and cannot deliver. Furthermore, he has helped a great deal with the negotiation needed to bring articles to an editable stage. He works best on one project at a time; this has the advantage that Jeff can give all of his considerable concentration to a single project, but it has the disadvantage that occasionally a relatively small job must wait in a relatively long queue before it gets done.
2. Executing: Outstanding. Jeff is the mainstay as an articles editor at Physics Today. When he says an article is ready, he means that insofar as he is concerned everything--text, art, captions, credit lines--is in a publishable state. This thoroughness, his direct and persistent negotiation with authors and his management of his time are all models to which others can aspire.
My hope is that he will begin to take a somewhat more active role in soliciting new manuscripts for publication, and in the editing and acquisition of the illustrations for his articles. I would also hope he would respond more quickly and more regularly to the disposition of the manuscripts he is asked to report on. I think a better system for handling the manuscripts and making it clear when a reply is needed would enable him to give more timely responses to these matters.
3. Delegating: He is quite willing to delegate work to those he thinks he can trust implicitly. For example, he has entrusted the completion of two articles in the past few months to Pat Janowski of our staff, and I believe she has indeed finished them off without further intervention from Jeff.
He is less willing to delegate corrections and typing--in short, routine matters, to the secretarial staff, on the (perhaps justifiable) grounds that correcting the mistakes they introduced would be more time consuming than completing the work himself. Accordingly, he often asks Elliot Plotkin to enter galley or page-proof corrections. My impression is that Elliot is generally agreeable about this, but Jeff must not assume that it is Elliot's responsibility to have the corrections entered (e.g., by someone else) if Elliot does not have the time to do it. In general, if Elliot cannot enter such corrections, Jeff should seek help from the managing editor.
4. Adaptability: Jeff has the ability to adapt his editorial input to the available time, and he manages that time effectively. He is also, by now, our most experienced hand with articles, and he seems able to edit virtually all kinds of articles. His working routines and editorial judgments, however, are by now well ingrained and occasionally seem inflexible: although he is willing to follow whatever procedures and to debate whatever editorial

guidelines are set forth, there are occasions when he also seems somewhat more concerned with establishing rules and precedent than with finding ways to adapt to the goals at hand.

5. Dependability: Excellent. His is a schedule shifted about two to three hours later than the ordinary working day, and he generally works late into the night. As noted above, he is thorough, and he takes charge of the work assigned.
6. Initiative: Excellent, so long as he is clear the work will be needed for a soon-to-appear issue of the magazine. He is sometimes sluggish, however, to make recommendations about the disposition of pending manuscripts, and, again, he could be more forthcoming about suggesting new articles for publication.
7. Relationships: Good to fair. Jeff is generally quiet, but he is unafraid of confrontation, and he is persistent about asserting his point of view. This posture has been effective with article authors. It can be somewhat abrasive with other staff members, although his stated positions on various issues (e.g., smoking in the office, noise in the office) seem reasonable and open to compromise.
8. Attendance: Excellent
9. Potential: Very good. I think Jeff can adapt to virtually any editorial direction, and he is well-qualified to train other editors in the preparation of articles. He is most valuable to us as an article editor, and he seems happy with that role; I would be quite cautious--as I think he would too--about offering assignments that would preclude his taking a continuing active role in article editing.

General Comments: Overall, 4



Report prepared by Peter G. Brown



Reviewed by Gloria B. Lubkin

February 13, 1989

D00127

AMERICAN INSTITUTE OF PHYSICS

Form B

Employee Performance Review

Employee's Name Jeffrey Schmidt Division Physics Today

Employee's Job Title Assoc. Ed. Supervisor G. Lubkin

Date Employed 3/17/81 Date Effective 3/1/89 Date Due _____
Annual

Please comment on the following categories:

1. PLANNING (Practical solution to problems, long versus short range): _____

2. EXECUTING (Ability to get ideas accepted by superiors & subordinates): _____

3. DELEGATING (Allowing others to do work, assigning work properly): _____

4. ADAPTABILITY (Flexibility, ability to accept changes, work under pressure): _____

5. DEPENDABILITY (Meeting deadlines, follow-up on detail): _____

6. INITIATIVE (Enthusiasm, interest in work): _____

7. RELATIONSHIPS (With superiors, coworkers, and subordinates): _____

8. ATTENDANCE (Punctuality & attendance): _____ D00128

9. POTENTIAL (Promotability, expansion of responsibility): _____

COMMENTS:

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL? _____

REPORT PREPARED BY _____ DATE _____

REPORT REVIEWED BY _____ DATE _____

REPORT DISCUSSED WITH EMPLOYEE BY _____ DATE _____

FOR PERSONNEL USE ONLY:

D00129

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form B - Personnel Committee Action Only

TO: PAYROLL

DATE: 1/14/88

RE: Jeffrey Schmidt (Employee's Name) DIVISION: Physics Today

Payroll Account: Physics Today

Salary Change

Title Change

Transfer

SALARY CHANGE

OJ

Position Title	Grade	Range	Effective Date	Next Review
<u>Associate Editor Level I</u>	<u>22</u>	<u>\$29,510-37,130-44,750</u>	<u>3/16/88</u>	<u>3/16/89</u>
<u>\$35,200 yr.</u>	<u>\$2500</u>	<u>\$37,700</u>	<u>7%</u>	
Previous Salary	Amount of Increase	New Salary	Percentage	

Gloria B. Lubkin
Recommending Party

Authorized Approval

Personnel

TITLE CHANGE

From _____ To _____ Effective Date _____

New Grade _____ New Range _____

Division Head _____

Personnel _____

TRANSFER (Division or Charges)

From _____ To _____ Effective Date _____

Division Head _____

Division Head _____

Personnel _____

Rev. 5/84

D00130

EMPLOYEE PERFORMANCE SHEET

RATING FACTORS

RATINGS

1. QUALITY OF WORK – The extent to which the employee actually completes job assignments.

6	12	18	24	30
Almost always makes errors, has very low accuracy	Quite often makes errors	Makes errors but equals job standards	Makes few errors, has high accuracy	Almost never makes errors, has very high accuracy

Comments/Goals: *Authors often praise Jeff's editing. He is now more aware and produces excellent articles.* 27

2. QUANTITY OF WORK – The extent to which the employee produces a volume of work consistent with established standards for the job.

6	12	18	24	30
Almost never meets standards	Quite often does not meet standards	Volume of work is satisfactory, equals job standards	Quite often produces more than required	Almost always exceeds standards, exceptionally productive

Comments/Goals: *Jeff is still very slow. Occasionally he should edit more than two articles/month.* 18

3. (a) ATTENDANCE – The extent to which the employee adheres to work schedule.

1	2	3	4	5
Excessively absent	Frequently absent	Occasionally absent	Infrequently absent	Almost never absent

Comments/Goals: 5

3. (b) PUNCTUALITY – The extent to which the employee adheres to work schedule.

1	2	3	4	5
Excessively late	Frequently late	Occasionally late	Infrequently late	Almost never late

Comments/Goals: *Jeff comes to work late & stays late. He should keep his informed of his presence or absence.* 2

4. INITIATIVE – The extent to which the employee exercises self-reliance, planning, ingenuity.

2	4	6	8	10
Requires constant supervision	Frequently requires supervision	Requires average supervision	Works independently with limited supervision	Consistent self-starter, needs minimal supervision

Comments/Goals: *Excellent initiative editing articles. Little init -ative soliciting articles & suggesting stories* 9

5. RELATIONSHIP WITH CO-WORKERS – The extent to which the employee establishes and maintains good relations with co-workers.

2	4	6	8	10
Does not get along well with co-workers. Definitely hinders effectiveness	Has difficulty in getting along with co-workers	Gets along with co-workers adequately average skill in human relations	Above average skills in human relations	Excellent skills in human relations,

Comments/Goals: 6

6. USE OF WORK TIME – The extent to which the employee uses time to effectively and efficiently accomplish job tasks.

2	4	6	8	10
Quite often wastes time	Too frequently wastes time	Makes adequate use of time	Utilizes time wisely	Exceptionally effective in use of time

Comments/Goals: *Jeff takes too long in editing an article.* 6

7. ADAPTABILITY – The extent to which the employee is flexible, learns new skills, and functions under pressure.

2	4	6	8	10
Inadequate	Partially meets standards	Meets standards	Exceeds standards	Outstanding

Comments/Goals: *Jeff should strive to be more flexible when asked* 6

8. JUDGMENT – The extent to which the employee questions inconsistencies, understands priorities, anticipates and/or solves problems.

2	4	6	8	10
Inadequate	Partially meets standards	Meets standards	Exceeds standards	Outstanding

Comments/Goals: *Jeff does well at anticipating problems with the articles I find difficult.* 8

TOTAL OF PERFORMANCE RATINGS 87

OVERALL EVALUATION

This employee's work:

Does not meet standards (24-42)

Partially meets standards (43-67)

Meets standards (68-90)

Exceeds standards (91-105)

Consistently exceeds standards (106-120)

D00131

EVALUATOR'S COMMENTS (Must be filled out)

Jeff is an outstanding editor of articles & can be relied on to edit two articles each month in an expert manner.

EVALUATOR'S SIGNATURE _____ DATE _____

REVIEWED BY _____ DATE _____

EMPLOYEE'S RESPONSE

EMPLOYEE'S SIGNATURE _____ DATE _____

DISCUSSED WITH EMPLOYEE BY _____ DATE _____

DIVISION MANAGER _____ DATE _____

BRANCH DIRECTOR/OFFICER _____ DATE _____

FOR PERSONNEL USE ONLY

Comments:

D00132

Reviewed by _____ DATE _____

AMERICAN INSTITUTE OF PHYSICS
Employee Performance Appraisal

Employee's Name JEFFREY SCHMIDT Division PHYSICS TODAY
Employee's Job Title ASSOCIATE EDITOR Evaluator GLORIA LURKIN
Date Employed 3/17/81 Date Effective 3/16/88 Date Due 2/19/88
Period Appraised: From: 2/20/87 To: 2/19/88

Objective of Appraisal

The objective of the performance appraisal is to:

- A) give feedback to the employee as to how well he/she is performing;
- B) provide an incentive to improve through recognition; and
- C) offer an objective basis for determining the amount of periodic wage increases.

INSTRUCTIONS

To the Evaluator

1. Evaluate the employee's work performance without regard to race, color, religion, sex, age, national origin, or handicap.
2. Review performance for the entire review period; do not base your judgment on recent events or isolated incidents only.
3. Consider one factor at a time; judge each factor independently.
4. Make your appraisal in terms of actual performance and on the basis of facts and records so that it can be discussed with and explained to the employee. Utmost care and thought should be given to your answers because they govern the individual's success with the Institute.
5. Prepare the appraisal so that in later discussions with the employee you can help him or her to understand: how well he or she is doing in the position; where his or her strengths lie, and how they can be used to the best advantage for the individual and the Institute; what weaknesses exist, and how they can be corrected through training or counseling.
6. Avoid the tendency to overrate the employee's performance as exceptional when he or she actually performs above standard. Remember that the fully qualified employee is expected to perform at least satisfactorily.
7. Appraise performance and not personality. If a factor is concerned with the employee's personality, it should be only as it relates to the person's ability to do the assigned work.
8. If performance in any rating factor is below standard or inadequate, tasks or goals must be specified to improve performance.
9. Space has been reserved at the end of this appraisal for overall comments by the evaluator concerning employee's strengths, weaknesses, accomplishments, potential, etc. This section must be completed by the evaluator.

To the Employee

Please read the appraisal thoroughly and discuss the contents of the appraisal with your immediate supervisor. You are encouraged to write your comments in the space provided on page 4 prior to signing the appraisal. Please remember that the objective of the appraisal is to provide you with a better under-

standing of how your supervisor sees your on-the-job performance in relation to the standards set for the position.

Your signature at the end of this appraisal does not mean that you agree with everything that is stated on the form, only that you have read the completed form.

D00133

EXPLANATION OF EMPLOYEE RATING FACTORS

1. QUALITY OF WORK

How good is the output produced? Consider service provided, complaints received, mistakes made, etc.

2. QUANTITY OF WORK

How much of a product or service does the employee produce? Consider volume of output, turnaround time, etc.

3. (a) ATTENDANCE

How dependable is employee? When possible, does employee properly report absences (sick/vacation) in advance? Is attendance record excellent?

3. (b) PUNCTUALITY

Does employee arrive at work on time? Does employee adhere to policy regarding breaks and lunch periods?

4. INITIATIVE

Consider the amount of supervision needed by employee, willingness to volunteer for assignments, willingness to undertake self-development activities, ability to make correct decisions in the absence of the supervisor, etc. To what extent does employee originate useful ideas, make feasible suggestions for improved methods, and seek expanded assignment?

5. RELATIONSHIP WITH CO-WORKERS

How well does employee get along with others? Consider employee's relationships with co-workers and supervisor, quality of interactions with the public, etc. Does he/she demonstrate willingness to assist co-workers and superiors, both in own and other areas?

6. USE OF WORK TIME

Does employee make efficient use of working time? Does employee organize work effectively, eliminate wasted effort, etc.

7. ADAPTABILITY

Consider flexibility in accepting new procedures, conditions, priorities, etc. Does employee work well under pressure?

8. JUDGMENT

How well does employee make correct decisions, organize their workload, and anticipate potential problems? Consider employee's ability to distinguish the important from the unimportant, choose worthwhile courses of action, and understands priorities.

D00134



Department of Nuclear Engineering and Engineering Physics

University of Wisconsin

153 Engineering Research Building
1500 Johnson Drive
Madison, WI 53706-1687
Phone (608) 263-1646

Gloria B. Lubkin, Editor
Physics Today
335 East 45th Street, 37th floor
New York, NY 10017

January 3, 1992

Professor James D. Callen
521 Engineering Research Building
1500 Johnson Drive
Madison, WI 53706-1687
Phone (608) 262-1370
FAX (608) 262-6707
CALLEN@UWM

JAN - 7

Dear Gloria:

As you are undoubtedly aware by now, we have finally completed the two articles on "Progress Toward a Tokamak Fusion Reactor" and "Stability and Transport Processes in Tokamak Plasmas," which will be published in your January issue. I apologize for its taking so long for us to complete them -- it took me being on sabbatical this year to have enough time to finally get them completed, even with Rob Goldston ultimately assuming the lead role on the first article. I appreciate your forbearance with our delayed schedule. We are especially pleased that both articles are being published in a single issue with a picture of TFTR on the cover since we now realize how unlikely that situation is under normal circumstances. Finally, I would like to note how helpful your technical editors, Jeff Schmidt and Graham Collins, have been in polishing up these articles and making them much more understandable to the physics community beyond plasma physics. In particular, I learned a lot about simplicity and precision in technical writing from Jeff Schmidt's careful, patient technical editing of my manuscript and my numerous clarifying discussions with him. This experience should be quite helpful to me in my present project -- writing a graduate level textbook on plasma physics.

With regard to the free copies of the January issue and offprints which, according to your letter of 22 November, you will be providing for each article, could you please send all of them (total of 6 magazine copies plus 100 + 100 offprints) to me at my University of Wisconsin address. I will take care of distributing them equitably to the six coauthors of the two articles in this cooperative venture. For your reference, we are also ordering through the AIP 600 copies of a special offprint package comprised of the cover and the two articles.

As this saga draws to a close, I wish you the best of luck in dealing with authors and acquiring manuscripts from them in a timely manner -- to get them into a magazine that has to be balanced and timely, but in any case must go out monthly. It must be a nerve-wracking job. Best wishes for continued success at it.

Sincerely,

James D. Callen

James D. Callen
Kerst Professor of Nuclear Engineering
& Engineering Physics and Physics

JDC:blg
cc: J. Schmidt

D00135



GE Corporate Research
and Development

Research and Development Center
General Electric Company
PO Box 5 Schenectady NY 12301
518 357-

February 25, 1991

Gloria B. Lubkin, Editor
PHYSICS TODAY
335 East 45 Street
New York, NY 10017

Dear Gloria;

I was happy to see the excellent final appearance of the article with Harvey Scher and Mike Shlesinger "Time-Scale Invariance in Transport and Relaxation", which appeared in PHYSICS TODAY this past January. I wish to thank you and your staff (especially Jeff Schmidt) for all the help and patience you provided us.

Unfortunately, circumstances associated with 3 authors in 3 different locations resulted in our neglecting to acknowledge the debt to Dr. Donald G. LeGrand and Mr. William V. Olszewski of the General Electric Research and Development Center for kindly providing the photographs of polycarbonate shown on the cover, on the Table of Contents page, and in Figure 1. I submit herein a Letter for publication in PHYSICS TODAY to partly correct the omission. I hope you will consider its publication at an early date.

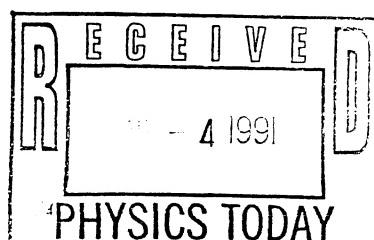
Thank you for your kind attention to this matter.

Sincerely yours,

Dr. John T. Bandler
Chemical Research Center
(518) 387-6632
FAX (518) 387-5592

PS: If the editorial department is finished with the original negatives of the polycarbonate pictures, I would appreciate it if they would send them back to me so I may return them to Dr. LeGrand.

D00136



Time-Scale Invariance in Polycarbonate

Due to an oversight, the article on time-scale invariance in disordered materials (January 1991, pages 26-34) neglected to acknowledge thanks owed to Dr. Donald G. LeGrand and Mr. William V. Olszewski of the General Electric Research and Development Center for their efforts in preparing the polarized-light samples of polycarbonate, photographs of which appeared on the cover, on the Table of Contents page, and in Figure 1 on page 27.

Furthermore, owing to space limitations, it was also not possible to point out the central role which LeGrand and Olszewski's work played in demonstrating the applicability of the Kohlrausch/ Williams-Watts ("stretched-exponential") decay function to mechanical relaxation and recovery in polycarbonate and (subsequently) in a wide variety of other engineering thermoplastic resins. The work of Jones, et. al. (reference 22 of the above article) was the first to show that the low-temperature, γ -peak is described by KWW, yet the time-scale of the γ process is in the microsecond range at room temperature. The viscoelastic processes responsible for the polycarbonate recovery behavior shown in the figure on page 34 (and fitted therein to the KWW function) are six to eight orders of magnitude slower. These latter events are directly related to stress relaxation and creep, and thus dominate room-temperature behavior of the glassy polymer.

Three experimental aspects of LeGrand and Olszewski's work enabled the KWW behavior to be recognized and isolated. (1) Emphasis was placed on recovery (rather than relaxation or creep) so that elastic and plastic components of strain were absent or frozen; (2) A thorough thermal aging ("press-polishing") was carried out before experiments were begun to eliminate contributions from thermal history; and (3) the unusually-large strain-optical coefficient of polycarbonate allowed very small amounts of recovery to be easily monitored optically.

A surprising result of the small-strain research on high molecular weight polycarbonate was the discovery (or renewed appreciation) that all mechanical deformation below the glass transition, T_g , could recover as long as the polymer chains were not broken. It had in fact been known to experimentalists for many years that yielded and crazed polymer recovers upon heating above T_g , but many theorists (and rheologists) are surprised to hear that there is no true plastic flow in these plastics. The reason is that the chain entanglement network is difficult to reorganize in the glass state, so that while it may distort, it retains an almost perfect memory of the original geometry frozen in at T_g .

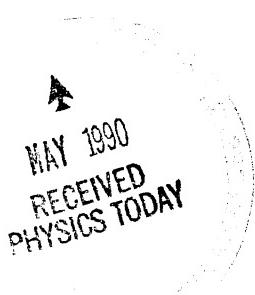
CALIFORNIA INSTITUTE OF TECHNOLOGY

Arthur Amos Noyes Laboratory of Chemical Physics, Mail Code 127-72
Pasadena, California 91125

AHMED H. ZEWAIL

LINUS PAULING PROFESSOR
OF CHEMICAL PHYSICS

Telephone: (818) 356-6536
Telex: 675425 CALTECH PSD
FAX: 818-792-8456



May 9, 1990

Dr. Gloria Lubkin
Editor
Physics Today
140 E. 45th Street (37th Floor)
New York, New York 10017

Dear Dr. Lubkin:

This letter is regarding the Physics Today special issue on Dynamics of Molecular Systems. As you know, I was one of the authors of the special issue, and I interacted with Jeff Schmidt in the process of producing our article. I wanted you to know that Jeff has made very important suggestions, and I really do appreciate his genuine interest in producing high quality articles. He is excellent and Physics Today is lucky to have him.

I was delighted to write the article, and I hope that this special issue will be of interest to your readers.

Sincerely yours,

Ahmed H. Zewail

AHZ:lm

D00138

tel Jan 15

December 14 '89

Dear Gloria

I have just received a copy of the December issue of Physics Today. I want you to know how very pleased I am with the way my piece has come out. Please tell that also to all those others who worked on it.

I am just back from hectic but very pleasant days in Stockholm where Ida and I attended the Nobel circus.

Many greetings

Yours
Bohr

D00139





Helsinki University of Technology
Low Temperature Laboratory
Dr. Olli V. Lounasmaa, Director,
Research Professor of the Academy
of Finland

Helsinki, Oct. 12, 1989

Ms. Gloria Lubkin
Physics Today

Dear Gloria:

I was very pleased with the typographical
appearance of my article in the October
issue of Physics Today. Please convey
my appreciation to Jeff Schonfeld as well.

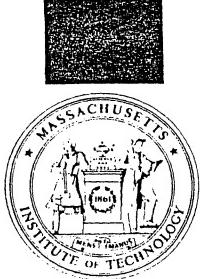
Best wishes,

Sincerely yours,

Olli V. Lounasmaa

D00140

4
OUT 1989
601 1st
RECEIVED
NATIONAL
TECHNOLOGY
INSTITUTE



MASSACHUSETTS INSTITUTE OF TECHNOLOGY

DEPARTMENT OF PHYSICS

77 MASSACHUSETTS AVENUE
CAMBRIDGE, MASSACHUSETTS 02139

Robert J. Birgeneau

Head of the Department of Physics
Cecil and Ida Green Professor
Of Physics

Room 6-113
(617) 253-4801
Telex
(617) 253-8554

July 19, 1989

Dr. Gloria B. Lubkin
Editor, Physics Today
335 East 45 St.
New York, NY 10017

Dear Gloria,

As you realize, our Liquid Crystal article finally appeared in Physics Today and it looks beautiful! I feel obligated to confess to you that you were quite correct in insisting that we simplify the original manuscript. Joel Brock and I have already gotten many compliments on the article - compliments we undoubtedly would not have received for the original version which was too technical. You should also congratulate Jeff Schmidt on a fine editing job. He was a pleasure to work with and he made a number of excellent stylistic improvements.

Best regards!

Yours sincerely,

A handwritten signature in black ink, appearing to read "Robert J. Birgeneau".

Robert J. Birgeneau

RJB/km

D00141

RECEIVED
PHYSICS TODAY
JUL 19 1989

To Jeff Schmidt
With appreciation for considerable editorial
help.
Jerome Karle

MACROMOLECULAR STRUCTURE FROM ANOMALOUS DISPERSION

28 AUG. 89

GLORIA,

JEROME KARLE SENT AN
OFFPRINT OF HIS PHYSICS
TODAY ARTICLE WITH A NOTE
OF APPRECIATION.

— JEFF

Jerome Karle

MOORHEAD STATE UNIVERSITY

A Century of Excellence / 1887-1987

March 10, 1988

Ms. Gloria B. Lubkin, Editor
Physics Today
335 East 45th Street
New York, New York 10017

Dear Ms. Lubkin:

I acknowledge with thanks the receipt of your letter of March 7, 1988, informing me about the acceptance of my manuscript for publication in Physics Today (April issue). I am herewith enclosing the copyright form duly signed.

I take this opportunity to thank you and your associates, especially Jeff Schmidt, for bringing this project to a successful ending. It has been a very rewarding experience for me and I have very much enjoyed working with Jeff Schmidt.

Sincerely,



Vijendra K. Agarwal
Associate Professor
Department of Physics and Astronomy

VJK/lt
enclosure



D00143

Moorhead, Minnesota 56560

Moorhead State University is an equal opportunity employer/educator



AMERICAN INSTITUTE OF PHYSICS
335 EAST 45th STREET, NEW YORK, NY 10017 · (212) 661-9404

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"Langmuir-Blodgett films"

Vijendra K. Agarwal

submitted by the following author(s) (names of all authors)

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PHYSICS TODAY

Name of Journal

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Signature

3/9/88

Date

VIJENDRA K. AGARWAL

Name (print)

If the manuscript has been prepared as a Work Made For Hire, the transfer should be signed by the employee (above) and by the employer (below):

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Signature

Name (print)

Title

Date

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D00144

3/87

Giorgio
Margaritondo
Bitnet:
Giorgio@Wiscpsl

**Synchrotron Radiation Center
University of Wisconsin-Madison**
3731 Schneider Drive
Stoughton, WI 53589-3097 – Phone (608) 873-6651

1988 April 21

Dr. Gloria Lubkin
Editor, Physics Today
335 East 45th Street
New York, NY 10017

RE: My article in Physics Today (April 1988)

Dear Gloria:

Now that my article has been published, I would like to thank you for giving me this opportunity to celebrate the 100th anniversary of Hertz's discovery. As usual, your staff has done an outstanding job in transforming my English-Italian into an impeccable text that Hemingway would not have minded to sign — and my poor pictures into super-sharp figures.

Would you please extend my thanks to the staff that was involved in the production of the article.

With my best regards.

Sincerely,



Giorgio Margaritondo
Associate Director for Research

GM:tlm

D00145

UNIVERSITY OF TOKYO

7-3-1 HONGO, BUNKYO-KU, TOKYO 113, JAPAN

FACULTY OF SCIENCE
DEPARTMENT OF PHYSICS

TELEPHONE: 03-812-2111
CABLE: TOKUNIV RIGAKU
TELEX: UTPHYSIC J23472

13 November 1987

RECEIVED
Physics Today
Nov 1987

Dr. Gloria B. Lubkin
Editor, Physics Today
American Institute of Physics
335 East 45th Street
New York, NY 10017
U.S.A.

Dear Dr. Lubkin,

Thank you very much for your letter of November 6.

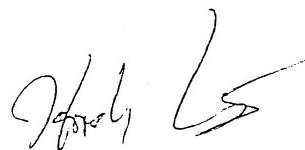
It was a great pleasure to meet you and to talk with you in Washington.

I received the edited version of my manuscript. I was very happy to see the beautifully edited version of my article.

I am now herewith sending you back a copy^{right} form which you requested to fill out.

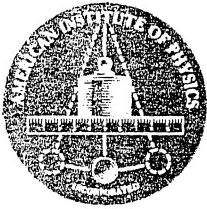
Many thanks again for inviting me to write an article in Physics Today. I hope to see you again in the near future.

Yours sincerely,



Hiroshi Kamimura

D00146



AMERICAN INSTITUTE OF PHYSICS

335 EAST 45 STREET, NEW YORK, NEW YORK 10017 • Telephone (212) 661-9404

Telex 960983 AMINSTPHYS-NYK

KENNETH W. FORD
Executive Director and CEO

28 October 1987

To: Gloria Lubkin
From: Kenneth W. Ford *KW*
Subject: Canavan - Bloembergen-Patel debate

Congratulations to you and your staff on a superb job of presenting the Canavan vs. Bloembergen and Patel material. It is very effective and much more readable than standard "debate" formats. The PT lead-ins help too. I am very impressed by the job you have done.

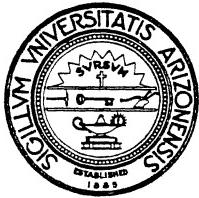
KWF:lab

cc: John Rigden

A
OCT 1987
RECEIVED
Physics
Today

D00147

COPY



THE UNIVERSITY OF ARIZONA

TUCSON, ARIZONA 85721

602/621-6970

LUNAR AND PLANETARY LABORATORY

FEB 25 1985

Mr. Jeff Schmidt, Assoc. Editor
PHYSICS TODAY
335 E. 45th St.
New York, NY 10017

FEB 25 1985
PHYSICS TODAY
NEW YORK

Dear Jeff:

With this letter I thank you for your help with the article on asteroids and comets in the February issue. I have had much editing experience myself, for the Space Science Series books of the University of Arizona Press, and it is through this training that I can appreciate the exceptional job you have done.

There was a considerable amount of rewriting that you guided me into patiently and the article is much better than my original version. Your thinking through the material and your questions step by step have actually clarified the material for me; where I had made a statement carelessly you would bring me up and bring about a clearer version.

I also admire your patience. Until the very end, with the material already set, I kept asking you for additions and changes because the field is changing so fast. You allowed all of these and I am most grateful.

If you ever want to move out West, we would love to have you at the Press and we could surely use your competence.

With best regards,

Tom Gehrels

TG/sm

cc: Dr. H. L. Davis

P.S. Would you have a few reprints of the article or a few February issues for me? As we discussed on the phone, I would now like to send this to the Soviet Union where there is an interest in publishing a translated version of the article.

D00148

QUEENS COLLEGE

of THE CITY UNIVERSITY OF NEW YORK
FLUSHING • NEW YORK 11367-0904

DEPARTMENT OF PHYSICS

TELEPHONE: 718-520-5000

March 31, 1987

Dr. Jeffrey Schmidt
PHYSICS TODAY
335 E. 45th Street
New York, NY 10017

Dear Jeff:

I want to thank you for your extraordinary efforts in ferreting out eye-grabbing photos of vehicle accidents. In fact, they captured my attention to the extent that I read the article yet again.

I think every aspect, the photos, layout, color, length, etc., have made a balanced and easily readable article. You have done a fine job of editing and I and my colleagues appreciate it.

Sincerely,



Arthur C. Damask
Professor

ACD:sa

D00149

From \$33,000/YR to \$35,000/YR
form A

(60%)

AMERICAN INSTITUTE OF PHYSICS

Employee Performance Review

Employee's Name Jeffrey Schmidt Division Physics Today

Employee's Job Title Associate Editor Supervisor G. Lubkin

Date Employed 3/17/81 Date Effective 3/16/87 Date Due 2/19/87

Please comment on the following categories:

1. KNOWLEDGE OF WORK (Understanding this & related jobs):

2. QUALITY OF WORK (Accuracy & thoroughness):

3. QUANTITY OF WORK (Volume):

4. ABILITY TO LEARN NEW SKILLS (How rapidly and how thoroughly learned, ability to carry over from task to task):

5. DEPENDABILITY (Reliability under varying circumstances, compliance with instructions & regulations):

6. COOPERATIVENESS (Cooperation with associates, supervisors & others):

7. JUDGMENT (Accuracy of decisions, practicability):

8. CHARACTER & ATTITUDE (Initiative, enthusiasm):

9. ATTENDANCE (Punctuality & attendance):

10. POTENTIAL (Is employee promotable, in what area?)

D00150

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form B - Personnel Committee Action Only

TO: PAYROLL

DATE: 2/10/87

RE: Jeffrey Schmidt (Employee's Name) DIVISION: Physics Today

Payroll Account: Physics Today

Salary Change

Title Change

Transfer

SALARY CHANGE

Associate Editor 22 \$28,650-36,050-43,450 3/16/87 N.R. 3/16/88
Position Title Grade Range Effective Date

<u>\$33,200 yr</u>	<u>\$200</u>	<u>\$35,200</u>	<u>6%</u>
Previous Salary	Amount of Increase	New Salary	Percentage

Gloria Luckin

Recommending Party

Authorized Approval

T. Braun

Personnel

TITLE CHANGE

From _____ To _____ Effective Date _____

New Grade _____ New Range _____

Division Head _____

Personnel _____

TRANSFER (Division or Charges)

From _____ To _____ Effective Date _____

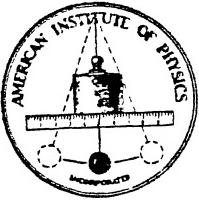
Division Head _____

Division Head _____

Personnel _____

Rev. 5/84

D00151



A I P Inter-Office Memorandum

To: Gloria Lubkin

Date: 3 December 1986

From: Jeff Schmidt

Re: Vacation time

I will not be taking a vacation during the Christmas season and will therefore have accrued more than 30 vacation ~~and comp~~ days by the end of the year. I plan to take a vacation early next year around the APS-AAPT meeting. May I carry over all my vacation ~~and comp~~ days?

OK
Gloria Lubkin

D00152

UNIVERSITY OF CALIFORNIA, SAN DIEGO

BERKELEY • DAVIS • IRVINE • LOS ANGELES • RIVERSIDE • SAN DIEGO • SAN FRANCISCO

SANTA BARBARA • SANTA CRUZ



DEPARTMENT OF PHYSICS, B-019
LA JOLLA, CALIFORNIA 92093

April 14, 1986

Ms. Gloria B. Lubkin, Editor
Physics Today
335 East 45 Street APR 21 1986
New York, N. Y. 10017 PHYSICS TODAY

Dear Gloria,

It is unfortunate that our paths didn't cross during the March APS meeting in Las Vegas. Hopefully, I will have another opportunity to see you some time in the near future.

I am writing to thank you for inviting me to contribute the article "Novel Types of Superconductivity in f-Electron Systems" for Physics Today. I am very pleased with the way the article turned out, and I enjoyed working with you and Jeff Schmidt on it. I had the opportunity to meet Jeff in Las Vegas, to tell him how much I liked the article, and to thank him for his considerable effort he put into its preparation.

With best regards,

Sincerely,

A handwritten signature in cursive script that appears to read "Brian".

M. Brian Maple

MBM:njm

D00153

RÉPUBLIQUE FRANÇAISE

COMMISSARIAT A L'ÉNERGIE ATOMIQUE

SERVICE DE PHYSIQUE
DU SOLIDE ET DE RÉSONANCE MAGNÉTIQUE

ORME DES MERISIERS - 91191 GIF-SUR-YVETTE CEDEX FRANCE
TÉLEX : ÉNERGAT SACLAY 690641 F

5 March 1986

Dear Alivia,

I was very pleased that my article was accepted for Physics Today without any major revision. I enjoyed interacting with Jeff Schmidt, and felt that he significantly improved the quality of the manuscript. I look forward to seeing the March issue.

With best wishes,

RECEIVED

MAR 12 1986

PHYSICS TODAY

Yours sincerely,

John Clarke

D00154

AMERICAN INSTITUTE OF PHYSICS

Employee Performance Review

Employee's Name Jeffrey Schmidt Division Physics Today

Employee's Job Title Assoc. Editor for Articles Supervisor Gloria Lubkin

Date Employed 3/17/81 Date Effective 3/16/86 Date Due ASAP

Please comment on the following categories:

1. KNOWLEDGE OF WORK (Understanding this & related jobs): Very good

2. QUALITY OF WORK (Accuracy & thoroughness): Generally excellent. He is thorough and careful, and he has a good eye for detail. He checks everything meticulously.

3. QUANTITY OF WORK (Volume): Very good, although he works slowly.

4. ABILITY TO LEARN NEW SKILLS (How rapidly and how thoroughly learned, ability to carry over from task to task): Very good

5. DEPENDABILITY (Reliability under varying circumstances, compliance with instructions & regulations): Excellent. He can be counted on to complete a job when he has agreed to.

6. COOPERATIVENESS (Cooperation with associates, supervisors & others): Very good
He should, however, be more open and volunteer to share information and ideas that he has.

7. JUDGMENT (Accuracy of decisions, practicability): Very good.

8. CHARACTER & ATTITUDE (Initiative, enthusiasm): Very good.

9. ATTENDANCE (Punctuality & attendance): Excellent.

10. POTENTIAL (Is employee promotable, in what area?) Yes D00155

Please answer the following questions fully:

1. WHAT DOES THIS EMPLOYEE DO ESPECIALLY WELL? He is extremely thorough
and careful in editing and checking.

2. IN WHAT RESPECTS CAN THIS EMPLOYEE IMPROVE? He should be able to work
faster: He should not have to work so late to edit two articles a month and solicit
a few.

3. DESCRIBE ALL AROUND JOB PERFORMANCE

EXCELLENT		
GOOD	VERY GOOD	X
SATISFACTORY		
NEEDS IMPROVEMENT		
UNSATISFACTORY		

REMARKS

Jeffrey has become a sensitive editor and careful stylist; his ear for English
has improved considerably over the years. He has also become more active in
article solicitation and contributing to story conferences.

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL? _____

REPORT PREPARED BY Thomas von Loerth DATE 26 February 1986
REPORT REVIEWED BY Gloria Kullin DATE 26 Feb. 1986

REPORT DISCUSSED WITH EMPLOYEE BY DATE
J. Schmidt 12 MAR. 86

D00156

FOR PERSONNEL USE ONLY:

AMERICAN INSTITUTE OF PHYSICSEmployee Performance ReviewEmployee's Name Jeffrey Schmidt Division Physics TodayEmployee's Job Title Assoc. Editor for Articles Supervisor Gloria LubkinDate Employed 3/17/81 Date Effective 3/16/86 Date Due ASAP

Please comment on the following categories:

1. KNOWLEDGE OF WORK (Understanding this & related jobs): Very good

2. QUALITY OF WORK (Accuracy & thoroughness): Generally excellent. He is thorough and careful, and he has a good eye for detail. He checks everything meticulously.

3. QUANTITY OF WORK (Volume): Very good, although he works slowly.

4. ABILITY TO LEARN NEW SKILLS (How rapidly and how thoroughly learned, ability to carry over from task to task): Very good

5. DEPENDABILITY (Reliability under varying circumstances, compliance with instructions & regulations): Excellent. He can be counted on to complete a job when he has agreed to.

6. COOPERATIVENESS (Cooperation with associates, supervisors & others): Very good
He should, however, be more open and volunteer to share information and ideas that he has.

7. JUDGMENT (Accuracy of decisions, practicability): Very good.

9. ATTENDANCE (Punctuality & attendance): Excellent.

10. POTENTIAL (Is employee promotable, in what area?) Yes D00157

Please answer the following questions fully:

1. WHAT DOES THIS EMPLOYEE DO ESPECIALLY WELL? He is extremely thorough and careful in editing and checking.
2. IN WHAT RESPECTS CAN THIS EMPLOYEE IMPROVE? He should be able to work faster: He should not have to work so late to edit two articles a month and solicit a few.
3. DESCRIBE ALL AROUND JOB PERFORMANCE

EXCELLENT		
GOOD	VERY GOOD	<u>X</u>
SATISFACTORY		
NEEDS IMPROVEMENT		
UNSATISFACTORY		

REMARKS

Jeffrey has become a sensitive editor and careful stylist; his ear for English has improved considerably over the years. He has also become more active in article solicitation and contributing to story conferences.

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL? _____

REPORT PREPARED BY Thomas von Foecht DATE 26 February 1986

REPORT REVIEWED BY Gloria Kullain DATE 26 Feb 1986

REPORT DISCUSSED WITH EMPLOYEE BY _____ DATE _____

FOR PERSONNEL USE ONLY:

D00158

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form B - Personnel Committee Action Only

TO: PAYROLL

DATE: 2/18/86

RE: Jeffrey Schmidt (Employee's Name) DIVISION: Physics Today

Payroll Account: Physics Today

xx Salary Change

Title Change

Transfer

SALARY CHANGE

Assoc. Editor for Articles 30 33 \$22,840 20,550 43,260 3/16/86 N.R. 3/16/87

<u>\$31,000 yr.</u>	<u>\$2,200</u>	<u>\$33,200</u>	<u>7%</u>	<u>RATIO</u>
Previous Salary	Amount of Increase	New Salary	Percentage	3+

Recommending Party

Authorized Approval

Personnel

TITLE CHANGE

From _____ **To** _____ **Effective Date** _____

New Grade _____ New Range _____

Division Head _____ Personnel _____

TRANSFER (Division or Charges)

From _____ To _____ Effective Date _____

Division Head _____ Division Head _____ Personnel _____

Rev. 5/84

D00159

AMERICAN INSTITUTE OF PHYSICSEmployee Performance ReviewEmployee's Name Jeffrey Schmidt Division Physics TodayEmployee's Job Title Assoc. Editor Supervisor G. LubkinDate Employed 3/17/81 Date Effective 3/16/85 Date Due 2/15/85

ANNUAL

Please comment on the following categories:

1. KNOWLEDGE OF WORK (Understanding this & related jobs): Very good

2. QUALITY OF WORK (Accuracy & thoroughness): Generally excellent. He is thorough and careful and has a good eye for detail. He checks everything meticulously.

3. QUANTITY OF WORK (Volume): Very good. We have had several issues with three articles edited by him.

4. ABILITY TO LEARN NEW SKILLS (How rapidly and how thoroughly learned, ability to carry over from task to task): Very good

5. DEPENDABILITY (Reliability under varying circumstances, compliance with instructions & regulations): Excellent. He can be counted on to meet deadlines.

6. COOPERATIVENESS (Cooperation with associates, supervisors & others): Very good. He is always helpful and cooperative. However, he is not very outgoing and does not always share his own ideas and insights unless asked.

7. JUDGMENT (Accuracy of decisions, practicability): Very good.

8. CHARACTER & ATTITUDE (Initiative, enthusiasm): Very good.

9. ATTENDANCE (Punctuality & attendance): Excellent.

10. POTENTIAL (Is employee promotable, in what area?) Yes.

D00160

Please answer the following questions fully:

1. WHAT DOES THIS EMPLOYEE DO ESPECIALLY WELL? He is extremely thorough
and careful in checking all parts of the articles he edits.

2. IN WHAT RESPECTS CAN THIS EMPLOYEE IMPROVE? He has started to solicit
feature articles, but he should become more effective at it.

3. DESCRIBE ALL AROUND JOB PERFORMANCE

EXCELLENT	GOOD	VERY GOOD	<u>X</u>
SATISFACTORY			
NEEDS IMPROVEMENT			
UNSATISFACTORY			

REMARKS

Jeffrey should be generating more ideas and authors for feature articles and also
for news stories. He should try to communicate these ideas to Tom, Gloria and the
rest of the staff, in story conferences and in day-to-day activity. (*Gloria*)
Lukkin

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL? _____

REPORT PREPARED BY Thomas von Foerst DATE 21 February 1985
REPORT REVIEWED BY Gloria Lukkin DATE 2/22/85

REPORT DISCUSSED WITH EMPLOYEE BY _____ DATE _____

FOR PERSONNEL USE ONLY:

D00161

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form B - Personnel Committee Action Only

TO: PAYROLL

DATE: February 1, 1985

RE: Jeffrey Schmidt (Employee's Name) DIVISION: Physics Today

Payroll Account: Physics Today

Salary Change

Title Change

Transfer

SALARY CHANGE

Position Title	Grade	Range	Effective Date	next review
Assoc. Editor	25	17,040-21,300-25,560	3/16/85	3/16/86
\$28,800 yr.	31,000	2200	7.6	
Previous Salary	New Salary	Amount of Increase	Percentage	

Gloria Lukken

Recommending Party

Authorized Approval

Personnel

TITLE CHANGE

From _____ To _____ Effective Date _____

New Grade New Range

TRANSFER(Division or Charges)

From _____ To _____ Effective Date _____

Division Head _____ Division Head _____ Personnel _____

Rev. 5/84

D00162



W.W. HANSEN LABORATORIES OF PHYSICS
STANFORD UNIVERSITY
STANFORD, CALIFORNIA 94305-2184

Edward L. Ginzton Laboratory
High Energy Physics Laboratory

Telephone (415) 497- 0213

September 23, 1985

Mr. Jeff Schmidt
Associate Editor
Physics Today
335 East 45 Street
New York, N.Y. 10017

Dear Mr. Schmidt:

The August issue of Physics Today has arrived and in this note I want to tell you that I am pleased with the outcome.

I thank you for the good work that you did on our behalf.

With regards,

A handwritten signature in black ink, appearing to read "S. F. Quate".
C. F. Quate

CFQ:am

D00163

AMERICAN INSTITUTE OF PHYSICS
Payroll Authorization Form

TO: PERSONNEL

DATE: January 23, 1984

RE: Jeffrey Schmidt (Employee's Name)

DIVISION: Physics Today

Employment

Termination

Salary Change

Transfer

Title Change

Miscellaneous

EMPLOYMENT

Effective Date: _____

Address: _____

Salary: _____

Telephone: _____

Position Title: _____

APPROVALS: _____

Social Security #: _____

Authorized Signature _____

Birth Date: _____

Fiscal Grant Administrator _____

Marital Status: _____

Personnel _____

Payroll Account Charged: _____

TERMINATION

Effective Date: _____

APPROVAL: _____

Additional Pay: _____

Personnel _____

Vacation Pay: _____

Personnel _____

Other: _____

SALARY CHANGE

Division	Physics Today	Assoc. Editor	25 (17,040;21,300;25,560)
Previous Salary	\$26,500/yr.	<i>AZ 8, 800</i>	Amount of Increase
		<i>AZ 2, 300</i>	next review
			3/16/84 3/16/85
			Effective Date

K. Dunn *J. Black* Recommending Party Authorized Approval Personnel

TRANSFER (Division or Charges)
From _____ To _____ Effective Date _____

Division Head Division Head Fiscal Grant Admin. or Personn

TITLE CHANGE
From _____ To _____ Effective Date _____

Division Head Personnel

MISCELLANEOUS

Change of Address Change of Marital Status

REMARKS:

D00164

AMERICAN INSTITUTE OF PHYSICSEmployee Performance ReviewEmployee's Name Jeffrey Schmidt Division Physics TodayEmployee's Job Title Assoc. Editor Supervisor H. DavisDate Employed 3/17/81 Date Effective 3/16/84 Date Due FFB 15 1984
ANNUAL

Please comment on the following categories:

1. KNOWLEDGE OF WORK (Understanding this & related jobs): Very good
 2. QUALITY OF WORK (Accuracy & thoroughness): Generally excellent: He is extremely thorough and precise in his work; he is one of the most careful and meticulous proofreaders here and he has a good eye for detail.
 3. QUANTITY OF WORK (Volume): Good: he works at a steady pace and can be counted on to meet deadlines.
 4. ABILITY TO LEARN NEW SKILLS (How rapidly and how thoroughly learned, ability to carry over from task to task): Very good.
 5. DEPENDABILITY (Reliability under varying circumstances, compliance with instructions & regulations): Excellent
 6. COOPERATIVENESS (Cooperation with associates, supervisors & others): Very good.
 7. JUDGMENT (Accuracy of decisions, practicability): Very good.
 8. CHARACTER & ATTITUDE (Initiative, enthusiasm): Very good
 9. ATTENDANCE (Punctuality & attendance): Excellent
 10. POTENTIAL (Is employee promotable, in what area?) Yes
- D00165

Please answer the following questions fully:

1. WHAT DOES THIS EMPLOYEE DO ESPECIALLY WELL?

careful and thorough in his work.

2. IN WHAT RESPECTS CAN THIS EMPLOYEE IMPROVE?

While he can be counted on to meet deadlines, he still works quite slowly. He also keeps to himself very much and could be more open.

3. DESCRIBE ALL AROUND JOB PERFORMANCE

EXCELLENT

Very GOOD

X

SATISFACTORY

NEEDS IMPROVEMENT

UNSATISFACTORY

REMARKS

--Jeffrey has been doing a large fraction of the solicitation of the articles he winds up editing. Without his efforts we would not be able to put four articles into an issue
--Jeffrey's willingness to stay late and work very hard has provided us with what little backlog we have for feature articles.

--He has been very useful on the computer study group

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL? _____

REPORT PREPARED BY

Thomas von Falter

DATE

24 February 1984

REPORT REVIEWED BY

J. Dorn

DATE

5 March 1984

REPORT DISCUSSED WITH EMPLOYEE BY

DATE

D00166

FOR PERSONNEL USE ONLY:

AMERICAN INSTITUTE OF PHYSICS
Payroll Authorization Form

TO: PERSONNEL

DATE: February 4, 1983

RE: Jeffrey Schmidt

(Employee's Name)

DIVISION: Physics Today

Employment

Salary Change

Title Change

Termination

Transfer

Miscellaneous

EMPLOYMENT

Effective Date: _____

Address: _____

Salary: _____

Telephone: _____

Position Title: _____

APPROVALS: _____

Social Security #: _____

Authorized Signature

Birth Date: _____

Fiscal Grant Administrator

Marital Status: _____

Personnel

TERMINATION

Effective Date: _____

APPROVAL:

Additional Pay: _____

Personnel

Vacation Pay: _____

Other: _____

SALARY CHANGE

Division	Physics Today	Assoc. Editor	25 (17,040-21,300-25,560)
Previous Salary	\$23,500/yr.	Position Title	Grade

Amount of Increase	next review
3,000/yr.	3/16/83 3/16/84
New Salary	Effective Date

Recommending Party	Authorizing Approval	Personnel
--------------------	----------------------	-----------

TRANSFER (Division or Charge)

From _____ To _____ Effective Date _____

Division Head Division Head Fiscal Grant Admin. or Personnel

TITLE CHANGE

From _____ To _____ Effective Date _____

Division Head Personnel

MISCELLANEOUS

Change of Address

Change of Marital Status

REMARKS:

D00167

AMERICAN INSTITUTE OF PHYSICS

Employee Performance Review

Employee's Name Jeffery Schmidt Division Physics Today

Employee's Job Title Assoc. Editor Supervisor H. Davis

Date Employed 3-17-81 Date Effective 3-16-83 Date Due 2-14-83
annual

Please comment on the following categories:

1. KNOWLEDGE OF WORK (Understanding this & related jobs): Very good
2. QUALITY OF WORK (Accuracy & thoroughness): Excellent: He is extremely thorough and precise in his work; he is one of the most careful checkers and proofreaders here. He has a good eye for detail.
3. QUANTITY OF WORK (Volume): Good.
4. ABILITY TO LEARN NEW SKILLS (How rapidly and how thoroughly learned, ability to carry over from task to task): Very good. Now that he has learned how to edit articles, he is also beginning to work at acquiring them, and is learning to be a journalist for Search & Discovery.
5. DEPENDABILITY (Reliability under varying circumstances, compliance with instructions & regulations): Excellent
6. COOPERATIVENESS (Cooperation with associates, supervisors & others): Excellent
7. JUDGMENT (Accuracy of decisions, practicability): Very good.
8. CHARACTER & ATTITUDE (Initiative, enthusiasm): Very good
9. ATTENDANCE (Punctuality & attendance): Excellent
10. POTENTIAL (Is employee promotable, in what area?) Yes D00168

Please answer the following questions fully:

1. WHAT DOES THIS EMPLOYEE DO ESPECIALLY WELL? He is extremely careful and thorough in his work.
2. IN WHAT RESPECTS CAN THIS EMPLOYEE IMPROVE? He still works quite slowly and winds up spending a lot of overtime; one is therefore still reluctant to add to his work with Search stories etc.
3. DESCRIBE ALL AROUND JOB PERFORMANCE

VERY	EXCELLENT	
	GOOD	X
	SATISFACTORY	
	NEEDS IMPROVEMENT	
	UNSATISFACTORY	

REMARKS

His performance has continued to improve, and he is beginning, I suspect, to acquire the confidence and chutzpah required to be a good editor.

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL? _____

REPORT PREPARED BY Thomas van Ferri DATE 14 February 1983
REPORT REVIEWED BY D. Kani DATE 14 Februy 1983
REPORT DISCUSSED WITH EMPLOYEE BY _____ DATE _____

FOR PERSONNEL USE ONLY:

D00169

AMERICAN INSTITUTE OF PHYSICSEmployee Performance ReviewEmployee's Name Jeffrey Schmidt Division Physics TodayEmployee's Job Title Assoc. Editor Supervisor H. DavisDate Employed 3-17-81 Date Effective 3-16-82 Date Due FEB 24 1982
annual

Please comment on the following categories:

1. KNOWLEDGE OF WORK (Understanding this & related jobs): Very good. He has learned to be an effective editor.
2. QUALITY OF WORK (Accuracy & thoroughness): Excellent. He is extremely thorough and precise in his work; checks and double checks the output. He has a good eye for detail.
3. QUANTITY OF WORK (Volume): Good.
4. ABILITY TO LEARN NEW SKILLS (How rapidly and how thoroughly learned, ability to carry over from task to task): Very good. Now that he has learned the basics, he adds to that knowledge easily.
5. DEPENDABILITY (Reliability under varying circumstances, compliance with instructions & regulations): Very good. He has an excellent sense of responsibility and works overtime to finish his work.
6. COOPERATIVENESS (Cooperation with associates, supervisors & others): Very good.
7. JUDGMENT (Accuracy of decisions, practicability): Very Good
8. CHARACTER & ATTITUDE (Initiative, enthusiasm): Very Good
9. ATTENDANCE (Punctuality & attendance): Excellent !
10. POTENTIAL (Is employee promotable, in what area?) Yes

D00170

Please answer the following questions fully:

1. WHAT DOES THIS EMPLOYEE DO ESPECIALLY WELL? He is extremely careful and thorough in his work. He pays great attention (and very usefully so) to production of his articles.
2. IN WHAT RESPECTS CAN THIS EMPLOYEE IMPROVE? He still works very slowly - so much so that one is reluctant to add work beyond the minimum one can expect.
3. DESCRIBE ALL AROUND JOB PERFORMANCE

EXCELLENT
GOOD (Very Good) ← X
SATISFACTORY
NEEDS IMPROVEMENT
UNSATISFACTORY

REMARKS

He has learned a lot in the past year and I think his performance will continue to improve as he hones his skills and as he acquires the confidence required to be a good editor.

POINTS DISCUSSED AT INTERVIEW:

DOES EMPLOYEE AGREE WITH SUPERVISOR'S APPRAISAL? _____

REPORT PREPARED BY Thomas von Foerster DATE 19 February 1982
REPORT REVIEWED BY J. D. ... DATE Feb 27 1982
REPORT DISCUSSED WITH EMPLOYEE BY _____ DATE _____

FOR PERSONNEL USE ONLY:

D00171

AMERICAN INSTITUTE OF PHYSICS
Payroll Authorization Form

TO: PERSONNEL

DATE: 2/10/82

RE: Jeffery Schmidt (Employee's Name)

DIVISION: Physics Today

Employment

Salary Change

Title Change

Termination

Transfer

Miscellaneous

EMPLOYMENT

Effective Date: _____

Address: _____

Salary: _____

Telephone: _____

Position Title: _____

APPROVALS: _____

Social Security #: _____

Authorized Signature

Birth Date: _____

Fiscal Grant Administrator

Marital Status: _____

Personnel

Payroll Account Charged: _____

TERMINATION

Effective Date: _____

APPROVAL: _____

Additional Pay: _____

Personnel

Vacation Pay: _____

Other: _____

SALARY CHANGE

Division Physics Today

Position Title Assoc. Editor

Grade 25(17,040-21,300-25,560)

Previous Salary \$21,500 yr.

New Salary 23,500

Amount of Increase 2000

Effective Date 3-16-82(next review 3/83)

Recommending Party _____

Authorized Approval _____

Personnel _____

TRANSFER (Division or Charges)

From _____ To _____ Effective Date _____

Division Head _____

Division Head _____

Fiscal Grant Admin. or Personnel _____

TITLE CHANGE

From _____ To _____ Effective Date _____

Division Head _____

Personnel _____

MISCELLANEOUS

Change of Address

Change of Marital Status

REMARKS:

D00172

AMERICAN INSTITUTE OF PHYSICSEmployee Performance ReviewEmployee's Name Jeffrey Schmidt Division Physics TodayEmployee's Job Title Assoc. Editor Supervisor H. DavisDate Employed 3-17-81 Date Effective 3-16-82 Date Due Feb 28
annual

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8. CHARACTER & ATTITUDE (Initiative, enthusiasm): Very good
9. ATTENDANCE (Punctuality & attendance): Excellent!
10. POTENTIAL (Is employee promotable, in what area?) Yes D00173

Please answer the following questions fully:

1. WHAT DOES THIS EMPLOYEE DO ESPECIALLY WELL? He is extremely careful and thorough in his work. He pays great attention (and very usefully so) to production of his articles.
2. IN WHAT RESPECTS CAN THIS EMPLOYEE IMPROVE? He still works very slowly -- so much so that one is reluctant to add work beyond the minimum one can expect.
3. DESCRIBE ALL AROUND JOB PERFORMANCE

EXCELLENT
GOOD (*Very Good*)
SATISFACTORY
NEEDS IMPROVEMENT
UNSATISFACTORY

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POINTS DISCUSSED AT INTERVIEW:

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REPORT PREPARED BY Thomas von Foerster DATE 19 February 1982
REPORT REVIEWED BY A. D. Z. DATE Feb 22 1982
REPORT DISCUSSED WITH EMPLOYEE BY _____ DATE _____

FOR PERSONNEL USE ONLY:

D00174

UNIVERSITY OF CALIFORNIA, IRVINE

BERKELEY • DAVIS • IRVINE • LOS ANGELES • RIVERSIDE • SAN DIEGO • SAN FRANCISCO

SANTA BARBARA • SANTA CRUZ



DEPARTMENT OF PHYSICS

IRVINE, CALIFORNIA 92717

3 February 1981

RECEIVED

FEB 9 1981

PHYSICS TODAY

Mr. Thomas von Foerster
Associate Editor
Physics Today
335 East 45 Street
New York, NY 10017

Dear Mr. von Foerster:

Enclosed are my comments on the article you sent me. I have always found writing and editing to be rewarding and I would certainly welcome the opportunity to work at Physics Today on articles covering a variety of topics in physics.

I look forward to speaking with you again once you have reviewed the enclosed material.

Sincerely,

Jeffrey D. Schmidt
Jeffrey D. Schmidt

D00175

(2/3) 555-1212
not listed

AMERICAN INSTITUTE OF PHYSICS EMPLOYMENT REFERRAL SERVICE
PERSONAL INFORMATION SHEET

Date 11 April 1980

⑩ Registration No. 9214

⑪ Name Schmidt, Jeffrey D. Telephone Number _____
(last) (first) (middle)
⑬ Address 6604 Springbank Ave Apt. #6 (City) LA, CA (State) 90056 (ZIP)
(Street)

⑭ Degrees
(Received or Expected)
BL 97 B.S./B.A.
BL 98 M.S./M.A.
BL 3 Ph.D.

⑮ Institution
University of California, Los Angeles
University of California, Irvine
University of California, Irvine

⑯ Year
(Received or Expected)
1968
1976
1980

⑰ Thesis Professor or Principal Reference: Professor Riley Newman, University of California, Irvine
Availability Date: June 1980, flexible
BL 4 Theoretician BL 5 Experimentalist

⑲ Areas of Specialization and Interest (maximum of four)

1. International programs
2. _____

3. _____
4. _____

Citizenship & Residency Status

BL 6 USA Citizen BL 7 Permanent Visa BL 8 Temporary Visa BL 73 Non-Resident BL 74 Non-US Citizen

Check only the following items on age, sex and racial classification which you wish us to provide to prospective employers. This page will be reproduced and supplied to employers for all registrants meeting his particular technical profile. (Age, sex and racial classification will not be used as a search or screening parameter.)

Age	Sex	Special Classifications
<input type="checkbox"/> Under 20	<input checked="" type="checkbox"/> Male	<input type="checkbox"/> Black
<input type="checkbox"/> 20-25	<input type="checkbox"/> Female	<input type="checkbox"/> Puerto Rican
<input type="checkbox"/> 26-30		<input type="checkbox"/> Mexican American
<input checked="" type="checkbox"/> 31-35		<input type="checkbox"/> Native American Indian
<input type="checkbox"/> 36-40		<input type="checkbox"/> Asian Indian
<input type="checkbox"/> 41-45		<input type="checkbox"/> Oriental
<input type="checkbox"/> 46-50		<input type="checkbox"/> Other _____
<input type="checkbox"/> Over 50		<input type="checkbox"/> Handicapped specify _____

Present Employment
<input type="checkbox"/> Industrial
<input type="checkbox"/> Academic-College/University
<input type="checkbox"/> Academic-Secondary School
<input type="checkbox"/> Government
<input type="checkbox"/> Non-Profit, Non-Academic Research
<input type="checkbox"/> Undergraduate Student
<input checked="" type="checkbox"/> Graduate Student
<input type="checkbox"/> Post-doctoral
<input type="checkbox"/> Military Service
<input type="checkbox"/> Temporarily Employed
<input type="checkbox"/> Unemployed

D00176

AMERICAN INSTITUTE OF PHYSICS EMPLOYMENT REFERRAL SERVICE
335 East 45th Street, New York, N.Y. 10017

CLASSIFICATION AND SEARCH FORM

FIELD OF HIGHEST DEGREE	EXPERIENCE	INTERESTS	WORK EXPERIENCE BEYOND HIGHEST DEGREE																																																												
			<table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%;"><input type="checkbox"/> BK 75 Physics</td> <td style="width: 33%;"><input type="checkbox"/> BL 41 Research</td> <td style="width: 33%;"><input type="checkbox"/> BL 53</td> <td style="width: 33%;"><input type="checkbox"/> GY 1 Academic</td> <td style="width: 33%;"><input type="checkbox"/> GY 0 None</td> </tr> <tr> <td><input type="checkbox"/> BK 76 Mathematics</td> <td><input type="checkbox"/> BL 42 Development and/or Design</td> <td><input type="checkbox"/> BL 54</td> <td><input type="checkbox"/> GY 2 Industrial</td> <td><input type="checkbox"/> GY 11 0-2 years</td> </tr> <tr> <td><input type="checkbox"/> BK 77 Chemistry</td> <td><input type="checkbox"/> BL 43 Engineering</td> <td><input type="checkbox"/> BL 55</td> <td><input type="checkbox"/> GY 3 Governmental</td> <td><input type="checkbox"/> GY 12 2-5 years</td> </tr> <tr> <td><input type="checkbox"/> BK 78 Astronomy</td> <td><input type="checkbox"/> BL 44 Manufacturing</td> <td><input type="checkbox"/> BL 56</td> <td><input type="checkbox"/> GY 4 Non-Profit Inst.</td> <td><input type="checkbox"/> GY 13 5-10 years</td> </tr> <tr> <td><input type="checkbox"/> BK 79 Astrophysics</td> <td><input type="checkbox"/> BL 45 Technical Sales</td> <td><input type="checkbox"/> BL 57</td> <td></td> <td><input type="checkbox"/> GY 14 over 10 years</td> </tr> <tr> <td><input type="checkbox"/> BK 80 Atmospheric Physics</td> <td><input type="checkbox"/> BL 46 Administration—Management</td> <td><input type="checkbox"/> BL 58</td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/> BK 81 Biophysics</td> <td><input checked="" type="checkbox"/> BL 47 Writing—Editing</td> <td><input type="checkbox"/> BL 59</td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/> BK 82 Physical Chemistry</td> <td><input type="checkbox"/> BL 48 Teaching—Undergraduates only</td> <td><input type="checkbox"/> BL 60</td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/> BK 83 Geophysics</td> <td><input type="checkbox"/> BL 49 Teaching—Graduates</td> <td><input type="checkbox"/> BL 61</td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/> BK 84 Medical Physics</td> <td><input type="checkbox"/> BL 50 Teaching plus research</td> <td><input type="checkbox"/> BL 62</td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/> BK 85 Health Physics</td> <td><input type="checkbox"/> BL 51 Post-Doctoral—Res. Assoc.</td> <td><input type="checkbox"/> BL 63</td> <td></td> <td></td> </tr> <tr> <td><input type="checkbox"/> BK 86 Nuclear Engineering</td> <td><input type="checkbox"/> BL 52 Teaching—Secondary School</td> <td><input type="checkbox"/> BL 64</td> <td></td> <td></td> </tr> </table>	<input type="checkbox"/> BK 75 Physics	<input type="checkbox"/> BL 41 Research	<input type="checkbox"/> BL 53	<input type="checkbox"/> GY 1 Academic	<input type="checkbox"/> GY 0 None	<input type="checkbox"/> BK 76 Mathematics	<input type="checkbox"/> BL 42 Development and/or Design	<input type="checkbox"/> BL 54	<input type="checkbox"/> GY 2 Industrial	<input type="checkbox"/> GY 11 0-2 years	<input type="checkbox"/> BK 77 Chemistry	<input type="checkbox"/> BL 43 Engineering	<input type="checkbox"/> BL 55	<input type="checkbox"/> GY 3 Governmental	<input type="checkbox"/> GY 12 2-5 years	<input type="checkbox"/> BK 78 Astronomy	<input type="checkbox"/> BL 44 Manufacturing	<input type="checkbox"/> BL 56	<input type="checkbox"/> GY 4 Non-Profit Inst.	<input type="checkbox"/> GY 13 5-10 years	<input type="checkbox"/> BK 79 Astrophysics	<input type="checkbox"/> BL 45 Technical Sales	<input type="checkbox"/> BL 57		<input type="checkbox"/> GY 14 over 10 years	<input type="checkbox"/> BK 80 Atmospheric Physics	<input type="checkbox"/> BL 46 Administration—Management	<input type="checkbox"/> BL 58			<input type="checkbox"/> BK 81 Biophysics	<input checked="" type="checkbox"/> BL 47 Writing—Editing	<input type="checkbox"/> BL 59			<input type="checkbox"/> BK 82 Physical Chemistry	<input type="checkbox"/> BL 48 Teaching—Undergraduates only	<input type="checkbox"/> BL 60			<input type="checkbox"/> BK 83 Geophysics	<input type="checkbox"/> BL 49 Teaching—Graduates	<input type="checkbox"/> BL 61			<input type="checkbox"/> BK 84 Medical Physics	<input type="checkbox"/> BL 50 Teaching plus research	<input type="checkbox"/> BL 62			<input type="checkbox"/> BK 85 Health Physics	<input type="checkbox"/> BL 51 Post-Doctoral—Res. Assoc.	<input type="checkbox"/> BL 63			<input type="checkbox"/> BK 86 Nuclear Engineering	<input type="checkbox"/> BL 52 Teaching—Secondary School	<input type="checkbox"/> BL 64		
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**EXPERIENCE AND SPECIALIZATION
in PHYSICS and RELATED FIELDS**

- | | | |
|---|---|---|
| GY 50 <input type="checkbox"/> ACOUSTICS | Y 35 <input type="checkbox"/> CHEMICAL PHYSICS | GY 65 <input type="checkbox"/> ELECTRONICS |
| GY 51 <input type="checkbox"/> Applied acoustics, instruments and apparatus | Y 36 <input type="checkbox"/> Chemical kinetics, gas phase | GY 66 <input type="checkbox"/> Electro-acoustic devices |
| GY 52 <input type="checkbox"/> Architectural acoustics | Y 37 <input type="checkbox"/> Chemical kinetics (condensed phase and heterogeneous, photochemistry) | GY 67 <input type="checkbox"/> Electronic components |
| GY 53 <input type="checkbox"/> Ear and hearing | Y 38 <input type="checkbox"/> Disperse systems | GY 68 <input type="checkbox"/> Electron emission |
| GY 54 <input type="checkbox"/> Electroacoustics | Y 39 <input type="checkbox"/> Electrochemistry | GY 69 <input type="checkbox"/> Electron optics |
| GY 55 <input type="checkbox"/> Holography | Y 40 <input type="checkbox"/> Spectroscopy, electronic | GY 70 <input type="checkbox"/> Electron tubes |
| GY 56 <input type="checkbox"/> Infrasonics | Y 41 <input type="checkbox"/> Spectroscopy, vibration-rotation | GY 71 <input type="checkbox"/> Electronic circuits |
| GY 57 <input type="checkbox"/> Mechanical vibrations and shock | Y 42 <input type="checkbox"/> Surface properties (including some catalysis) | GY 72 <input type="checkbox"/> Electronics instrumentation |
| GY 58 <input type="checkbox"/> Musical instruments and music | Y 43 <input type="checkbox"/> Theory | GY 73 <input type="checkbox"/> Electro-optical devices |
| GY 59 <input type="checkbox"/> Noise | Y 44 <input type="checkbox"/> Thermodynamic properties | GY 74 <input type="checkbox"/> Electro-optical systems |
| GY 60 <input type="checkbox"/> Speech communications | Y 45 <input type="checkbox"/> Transport properties | GY 75 <input type="checkbox"/> Gas discharge devices |
| GY 61 <input type="checkbox"/> Theory of waves and vibrations | | GY 76 <input type="checkbox"/> Gaseous electronics |
| GY 62 <input type="checkbox"/> Ultrasonics | | GY 77 <input type="checkbox"/> Microwave technology |
| GY 63 <input type="checkbox"/> Underwater sound | | GY 78 <input type="checkbox"/> Quantum electronics |
| | | GY 79 <input type="checkbox"/> Semiconductor devices |
| | | GY 80 <input type="checkbox"/> Solid state devices |
| | | GY 94 <input type="checkbox"/> Integrated circuits |
| | | |
| Y 20 <input type="checkbox"/> ATOMIC AND MOLECULAR PHYSICS | Y 50 <input checked="" type="checkbox"/> ELECTROMAGNETISM | GY 81 <input type="checkbox"/> ELEMENTARY PARTICLES |
| Y 21 <input type="checkbox"/> Atomic, ionic, and molecular beams | Y 51 <input type="checkbox"/> Antenna theory | GY 82 <input type="checkbox"/> Cosmic Rays |
| Y 22 <input type="checkbox"/> Atomic structure and spectra | Y 52 <input type="checkbox"/> Circuit theory | GY 83 <input type="checkbox"/> Dispersion relations |
| Y 23 <input type="checkbox"/> Chemical bonds and structure | Y 53 <input type="checkbox"/> Electrical measurements and instruments | GY 84 <input type="checkbox"/> Electromagnetic processes |
| Y 24 <input type="checkbox"/> Electron paramagnetic resonance | Y 54 <input checked="" type="checkbox"/> Electromagnetic theory | GY 85 <input type="checkbox"/> Field theory |
| Y 25 <input type="checkbox"/> Impact and scattering phenomena | Y 55 <input type="checkbox"/> Electromagnetic wave propagation | GY 86 <input type="checkbox"/> High energy accelerators |
| Y 26 <input type="checkbox"/> Macromolecules | Y 56 <input type="checkbox"/> Electron dynamics | GY 87 <input type="checkbox"/> High energy phenomena |
| Y 27 <input type="checkbox"/> Mass spectroscopy | Y 57 <input type="checkbox"/> Electron microscopy, ion optics | GY 88 <input type="checkbox"/> Ion physics |
| Y 28 <input type="checkbox"/> Molecular structure and spectra | Y 58 <input type="checkbox"/> High frequency technology | GY 89 <input type="checkbox"/> Particle detectors |
| Y 29 <input type="checkbox"/> Nuclear magnetic resonance | Y 59 <input checked="" type="checkbox"/> Microwaves | GY 90 <input type="checkbox"/> Phenomenological computer analysis |
| Y 30 <input type="checkbox"/> Quantum and valence theory | Y 60 <input type="checkbox"/> X-ray technology | GY 91 <input type="checkbox"/> Strong interaction processes |
| Y 31 <input type="checkbox"/> Spectroscopy | | GY 92 <input type="checkbox"/> Symmetries and multiplet schemes |
| | | GY 93 <input type="checkbox"/> Weak interaction processes |
- D00177

- P 1 MATHEMATICS
- P 2 Theory
- P 3 Applied
- P 4 Computer science
- P 5 Statistics
- P 6 Modeling

- P 10 MECHANICS
- P 11 Analytical mechanics
- P 12 Ballistics and flight dynamics
- P 13 Elasticity
- P 14 Friction
- P 15 Impact phenomena
- P 16 Instruments and measurements
- P 17 Rheology (including plastic flow)

- P 21 MEDICAL PHYSICS
- P 22 Biomedical science
- P 23 Instrumentation
- P 24 Radiation
- P 25 Radioactive isotopes
- P 26 X-rays

- SA 1 NUCLEAR PHYSICS
- SA 2 Accelerators, detectors
- SA 3 Neutrons
- SA 4 Nuclear properties
- SA 5 Nuclear reactions and scattering
- SA 6 Nuclear spectroscopy
- SA 7 Radiation effects
- SA 8 Radioactive materials, isotopes
- SA 9 Reactors
- SA 10 Reactor design
- SA 11 Reactor operation
- SA 12 Safety
- SA 13 Shielding
- SA 14 High energy
- SA 15 Low energy

- SA 20 OPTICS
- SA 21 Atmospheric and space optics
- SA 22 Coherence quantum optics
- SA 23 Color, colorimetry
- SA 24 Fiber optics
- SA 25 Geometrical optics
- SA 26 Holography
- SA 27 Information theory, communications, image evaluation
- SA 28 Infrared phenomena
- SA 29 Interferometry
- SA 30 Lasers
- SA 31 Lenses
- SA 32 Nonlinear optics
- SA 33 Optical instruments, techniques, and devices
- SA 34 Optical materials
- SA 35 Photography
- SA 36 Physical optics
- SA 37 Physiological optics
- SA 38 Properties of thin films
- SA 39 Quantum electronics
- SA 40 Radiometry, photometry, illumination
- SA 41 Reprography
- SA 42 Spectroscopy

- OR 1 PHYSICS OF FLUIDS
- OR 2 Aerodynamics
- OR 3 Aerosols
- OR 4 Boundary layer effects
- OR 5 Cavities and jets
- OR 6 Compressible fluid dynamics
- OR 7 Explosion phenomena
- OR 8 High temperature flow
- OR 9 Incompressible fluid dynamics
- OR 10 Magneto fluid dynamics
- OR 11 Quantum fluids
- OR 12 Rarefied gas flow
- OR 13 Shock wave phenomena
- OR 14 Structure and properties of fluids
- OR 15 Superfluidity
- OR 16 Transport phenomena, diffusion
- OR 17 Turbulence
- OR 18 Viscosity
- OR 19 Wave phenomena

- OR 25 PHYSICS OF PLASMAS
- OR 26 Plasma theory
- OR 27 Gas discharge
- OR 28 Plasma confinement
- OR 29 Plasma applications

- OR 35 SOLID STATE PHYSICS
- OR 36 Ceramics
- OR 37 Crystal growth
- OR 38 Crystallography
- OR 39 Dielectrics
- OR 40 Dislocations and plasticity
- OR 41 Dynamics of crystal lattices
- OR 42 Electrical properties of surfaces and junctions
- OR 43 Electron diffractions
- OR 44 Electron emission
- OR 45 Electronic energy states
- OR 46 Ferroelectricity
- OR 47 Ferromagnetism
- OR 48 High polymers and glasses
- OR 49 Lattice defects and diffusion
- OR 50 Luminescence
- OR 51 Mössbauer effect
- OR 52 Optical properties
- OR 53 Paramagnetism and diamagnetism
- OR 54 Physical metallurgy
- OR 55 Physical properties of materials
- OR 56 Phonons
- OR 57 Photoconductivity and related phenomena
- OR 58 Photoelectric phenomena
- OR 59 Piezoelectricity
- OR 60 Radiation damage
- OR 61 Resonance phenomena
- OR 62 Semiconductors
- OR 63 Superconductivity
- OR 64 Surface structure and kinetics
- OR 65 Thermal conduction in solid state
- OR 66 Thin films
- OR 67 Transport phenomena
- OR 68 X-ray diffraction
- OR 69 Lasers

- OR 80 THEORETICAL PHYSICS
- OR 81 Kinetic theory
- OR 82 Many body theory
- OR 83 Mathematical physics
- OR 84 Quantum field theory
- OR 85 Quantum mechanics
- OR 86 Relativity and gravitation
- OR 87 Solid state
- OR 88 Statistical mechanics
- OR 89 Radiative physics

- GN 9 THERMAL PHYSICS
- GN 10 Calorimetry
- GN 11 Cryogenic design
- GN 12 Environmental control
- GN 13 Heating
- GN 14 Heat transmission
- GN 15 High temperature physics
- GN 16 Low temperature physics
- GN 17 Refrigeration
- GN 18 Temperature and its measurement
- GN 19 Thermal properties/design
- GN 20 Thermodynamic relations, equations of state

- OTHER PHYSICS SPECIALTIES**
- GN 21 Constants, standards, units, metrology, conversion factors
- GN 22 Crystallographic techniques
- GN 23 Energy conversion problems
- GN 24 High pressure physics
- GN 25 High vacuum techniques
- GN 26 History of physics and/or astronomy
- GN 27 Space technology
- GN 28 Spectroscopic techniques and instrumentation
- GN 29 Teaching of physics and/or astronomy

OTHER FIELDS OF SCIENCE

- GN 60 Astronomy
- GN 61 Astrophysics
- GN 62 Atmospheric structure and dynamics
- GN 63 Biophysics
- GN 64 Computer
- GN 65 Earth Science
- GN 66 Environmental
- GN 67 Geophysics
- GN 68 Oceanography
- GN 69 Social Science

W 58 AEROSPACE ENGINEERING

- W 1 Aerodynamics
- W 2 Aircraft & Engine Design
- W 3 Rockets & Propulsion
- W 4 Spacecraft & Space Flight
- W 5 Space Physics

W 59 AUTOMOTIVE ENGINEERING

- W 6 Engine Design
- W 7 Vehicles

W 60 CHEMISTRY

- W 8 Agricultural/Food
- W 9 Analytical
- W 10 Biochemistry
- W 11 Environmental
- W 12 Inorganic
- W 13 Macromolecular
- W 14 Organic
- W 15 Pharmaceutical/Medical
- W 16 Physical
- W 17 Rubber

W 61 CIVIL ENGINEERING

- W 18 Construction Equipment
- W 19 Construction Materials
- W 20 Highway
- W 21 Structural Design
- W 22 Urban Planning

W 62 COMPUTER SCIENCE

- W 23 Data Systems
- W 24 Hardware
- W 25 Program Design
- W 26 Programming
- W 27 Systems Design

W 63 ELECTRICAL ENGINEERING

- W 28 Electric Generation
- W 29 Electric Transmission-Distribution
- W 30 Illuminating Engineering
- W 31 Industrial Electronics
- W 32 Radar
- W 33 Radio
- W 34 Wire Communications

W 64 INSTRUMENTATION & CONTROL

- W 35 Automatic Control
- W 36 Control Devices

W 65 MECHANICAL TECHNOLOGY

- W 37 Design Engineering
- W 38 Fluid Flow
- W 39 Hydraulics-Pneumatics
- W 40 Machine Design
- W 41 Plant Engineering

OTHER ENGINEERING

- W 42 Agricultural
- W 43 Chemical
- W 44 Fuel Technology
- W 45 Geology
- W 46 Industrial
- W 47 Material Handling
- W 48 Metallurgical
- W 49 Metallurgical Processing
- W 50 Mining
- W 51 Ocean
- W 52 Petroleum
- W 53 Pollution & Sanitary
- W 54 Quality Control
- W 55 Systems
- W 56 Transportation
- W 57 Water & Water Works

D00178

June 1980

Jeffrey D. Schmidt
Department of Physics
University of California
Irvine, California 92717

SUMMARY OF TRAINING AND EXPERIENCE

SCHOOLS ATTENDED AND DEGREES HELD

PhD	1980	University of California, Irvine	Physics
MA	1976	University of California, Irvine	Physics
MS	1974	California State University, Los Angeles	Physics
	1970	California Teaching Credential	Physics, Mathematics
BS	1968	University of California, Los Angeles	Physics, Mathematics

SUMMARY OF EXPERIENCE

1978-present	Research Assistantship, Physics	University of California Irvine
1980	Member, National Science Foundation grant proposal review panel	NSF Comprehensive Assistance to Undergraduate Science Education Program
1978-1979	Graduate Representative, Chancellor's Committee on University Policy	University of California Irvine
1975-1977	Teaching Assistantship, Physics	University of California Irvine
1974-1975	Lecturer in Physics	University of Maiduguri Maiduguri, Nigeria
1973-1974	Teaching Assistantship, Physics	California State University Los Angeles
1971-1972	Instructor in Mathematics and Physical Science	Escuela Americana San Salvador, El Salvador Central America
1970-1971	Project Teacher, AB938 Mathematics Demonstration Project	California State Curriculum Development and Demonstration Project Pasadena Unified School District

Personal

Date of Birth: [REDACTED]
Place of Birth: Los Angeles, California
Citizenship: U.S.
Marital Status: Single

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DEPARTMENT OF PHYSICS

IRVINE, CALIFORNIA 92717

3 February 1981

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PHYSICS TODAY

Mr. Thomas von Foerster
Associate Editor
Physics Today
335 East 45 Street
New York, NY 10017

Dear Mr. von Foerster:

Enclosed are my comments on the article you sent me. I have always found writing and editing to be rewarding and I would certainly welcome the opportunity to work at Physics Today on articles covering a variety of topics in physics.

I look forward to speaking with you again once you have reviewed the enclosed material.

Sincerely,

Jeffrey D. Schmidt
Jeffrey D. Schmidt

D00180

(Lead paragraphs)

High Resolution Analytical Electron Microscopy

An incisive new tool capable of determining the structure and composition of minute areas of solid specimens has been developed as the result of technological advances made over the last decade. Using an electron beam as small as 0.3 nm in diameter, the high resolution analytical electron microscope can probe materials for detailed local information which is of particular value to materials scientists, solid state physicists, and biologists. Utilizing the analytical electron microscope (AEM) to look at as few as 10^4 atoms at a time, one can examine material structures on the scale where such bulk properties as fracture mode, flow stress, electrical resistivity, and membrane permeability are determined.

The AEM is a versatile instrument which combines in a single unit an array of state of the art analytical instrumentation. With it, a variety of powerful analytical techniques can be applied simultaneously or sequentially to a single specimen. While retaining all the capabilities of the transmission electron microscope (TEM) from which it evolved, the AEM features additional detectors which collect much more information than the TEM's conventional display of the spatial distribution of transmitted electrons. Also important in the AEM's development are recent advances in electron source and electron optics instrumentation. This new technology allows formation of high-intensity small-diameter electron beam probes which make possible a higher resolution microscopy. In addition, higher vacuums and cleaner vacuum systems have increased electron source stability and reduced specimen contamination; these two important steps have helped push the minimum detectable mass down to 10^{-20} gm under conditions to be discussed later.

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Further Work to be Done

1. The article should be made more interesting; it must be intelligible to non-microscopists.
 - a. An emphasis on overview and perspective throughout the article would help in this regard; historical issues can be a convenient vehicle. In any case, an expanded discussion of the history should appear near the beginning of the article.
 - b. The article should convey more of a sense of discovery; what new vistas have been opened by the AEM? What can be done now as a matter of routine that could not be done previously? Explain in everyday terms. ("A geologist can scan a mineral sample at 1,000,000 X magnification, tune in to its elemental constituents one at a time, and thereby discover in a single sitting....")
 - c. Personalize more. Readers in other subfields may be interested in knowing who is presently working in this subfield. Where are the centers of activity? What is the author doing?
2. Physical principles should be summarized in one place, early in the article (such as in section 3 of my proposed outline). I would expect that the interest of a number of physicists would be satisfied by such a summary and they may not want to read for more detail. In any case, this summary would provide a convenient point of reference. I suggest the following as a start. (Unfortunately, some of what follows was only inferred by the article. Thus it should be checked by the author.)

A state of the art Analytical Electron Microscope employs the following analytical techniques (see Figure 2):

- Conventional Transmission Electron Microscopy (TEM). A broad, nearly parallel, electron beam is directed at a thin solid specimen. After undergoing elastic scattering in the solid the emerging beam is magnified with electromagnetic lenses and directed toward a fluorescent screen where an image appears, revealing structure.
- Electron Energy Loss Spectroscopy (ELS). The energy of the emerging electron beam is recorded. Peaks of energy loss correspond to inner shell electron excitation energies which are characteristic of elements. The chemical composition of the part of the specimen in the electron beam path is revealed. (See Figure 3.)
- Energy Dispersive X-Ray Spectrometry (EDS). Under electron bombardment the specimen emits K series x-rays characteristic of its elements. (See Figure 3.)
- Scanning Transmission Electron Microscopy (STEM). As a narrow electron beam scans the specimen a corresponding cathode ray tube sweep is intensity-modulated by the specimen's response. A CRT image results. Any of a variety of specimen responses can be used: secondary electrons, back-scattered electrons, transmitted electrons, or x-rays. When x-rays of a specific energy are monitored, the result is a "picture" showing the spatial distribution of the associated element.
- (Similar description for CBED)

3. Specimen preparation should be discussed. Specimen preparation is critical in TEM in biology. How critical is it in inorganic AEM?
4. More attention should be given to the detectors. In the imaging mode, what kind of electronics coordinate the detector output with the scanning?
5. Does the AEM bring us closer to the "goal of electron microscopy" mentioned on page 11? Where do we stand now? Present the resolving power in terms of inter-atomic distances.
6. The reader should not have to know, estimate, or deduce important details --- especially when these details can be easily (and briefly) presented.
 - Readers who know that the lenses are electromagnetic will not be put off if it is mentioned for those who do not.
 - Say somewhere that a "small electron probe" is an electron beam of small diameter.
 - How large is the specimen? How much of it is scanned?
 - What is the cost of an AEM?
7. Microdiffraction principles should be explained more thoroughly.
8. What are the advantages of imaging with information from the secondary electron and backscattered electron detectors?

- - - - -

On the whole, the illustrations need less work than the writing. Figures 2 and 3 are the most enlightening. Figure 5 needs a much clearer description in the text (page 7) and caption. The worth of this figure is its illustration of the inaccuracies associated with particular analytical circumstances; this is something which could be done equally well in the text. 3-dimensionality is an interesting aspect of CBED and justifies the use of Figures 6 and 7. Figure 6 can be reduced to single column width. I would use Figure 7 (assuming good photographic quality) if only because the text gives instruction on how such a diffraction pattern can be "read" for information (page 9).

It would be nice to show a good quality STEM image at the very beginning of the article, maybe something of the type mentioned at the bottom of page 10. This would attract interest in the article.

- - - - -

The few notes I have written in the text which follows barely scratch the surface of what needs to be done. Extensive rewriting is required.

PROPOSED OUTLINE

1. Introduction
 - AEM capabilities
 - Where an AEM is useful (expand the discussion); where it surpasses analytical instruments such as the mass spectrometer, etc.
2. History (move up from end of article; expand)
 - Evolution from TEM to AEM
3. How it Works (a preview; gather information from throughout the article)
 - List of AEM components
 - Description of the various AEM modes of operation in terms of the physical principles involved
 - TEM and STEM imaging modes (move up from near end of article)
4. AEM Instrumentation
 - Electron beam size control
 - Electron source types
 - Vacuum pump choice
 - Detectors (expand the discussion)
5. Microdiffraction (move ahead of microchemical analysis; may be of greater interest to physicists, solid state in particular)
 - Microdiffraction in general; probes and detectors
 - CBED in particular
 - Small sample volume capability
 - 3-dimensionality
 - Determination of local lattice distortion, crystal symmetry, and structure
6. Microchemical Analysis
 - Specimen preparation (expand the discussion)
 - Application of ELS and EDS spectroscopy to a sample
 - EDS and ELS count rate formulas
 - ELS spectrum analysis
 - Minimum detectable mass
 - Quantitative concentration measurement in homogeneous alloys; EDS, ELS
 - Heterogeneous specimens
7. Conclusion
 - Present extent of AEM deployment and level of use in university and industrial laboratories (expand the discussion)
 - Future areas of development

High Resolution Analytical Electron Microscopy

R. W. Carpenter

The objective of high resolution analytical electron microscopy is determination of the local structure and composition of a wide variety of solid specimens. A key word in this general statement is local. Structure and composition of solids are determined at spatial resolutions of 50nm or less, and the results are characteristic of bulk solid materials.

The requirement for detailed knowledge of the local structure and composition of solids arises especially in materials science, solid state physics and biology, where such properties as flow stress, fracture mode, electron mobility and membrane permeability are highly structure sensitive. The basic instrument used for high resolution analytical microscopy is the transmission electron microscope. However, an analytical electron microscope (AEM) while retaining the basic characteristics of a transmission electron microscope (TEM), is the result of intensive instrumentation development over (approximately) the last ten years. The principal instrumentation development objectives have been introduction of electron optics and electron sources to allow formation of high intensity very small electron probes which are therefore high spatial resolution probes, improved vacuum systems to minimize specimen contamination, and the addition of various different signal detectors. The signals most often collected in an AEM, and the information obtained from them are shown in Table 1. This list is not exhaustive but it is representative of AEM and clearly illustrates the breadth of structural analysis methods available.

A typical AEM of advanced design is shown in Figure 1.

This is a Transmission EM/Scanning Transmission EM fitted with a Field Emission Gun (TEM/STEM/FEG). Dedicated Scanning Transmission electron microscopes (D-STEM) are also often used for AEM. The principle difference between the two is in imaging mode. D-STEM instruments use scanning imaging methods exclusively. Both are the result of extended and continuing instrumentation development.

Modern AEM Instrumentation

A schematic cross-sectional view of a state of the art AEM is shown in Figure 2. The three major components in common with all electron microscopes are the illumination system, the objective lens/specimen/stage system and the magnification lenses/camera system. In addition, there are several sets of scanning coils, two spectrometers for measuring the energy distribution in the emitted x-ray spectrum and transmitted electron beam, and secondary and backscattered electron detectors. These components are shown in their correct positions relative to the electron source and specimen.

The small incident electron probe formation capability necessary for microelemental analysis, microdiffraction and STEM imaging is the most prominent feature distinguishing an AEM from a conventional microscope. The probe is formed by using an objective lens of the condensor-objective type, which can operate in two different modes. In the microprobe mode, the lens is strongly excited and that portion of its magnetic field on the electron entrance side of the specimen (the pre-field) focuses a convergent microprobe on the specimen. In TEM operation, the effective condensor-objective lens field is weaker and a larger (≥ 250 nm) nearly parallel probe is incident on the specimen. An objective lens of this type together with the scanning coils and signal detectors enables all the imaging/diffraction/microanalysis operating modes noted above to be conducted in a single instrument on a single suitable specimen area in AEM instruments^{1,2}.

Electron sources and vacuum systems also have important but perhaps less obvious effects on AEM performance. In particular, the illumination system is used to demagnify the electron source to form a small probe at the specimen, and electrons are lost from the probe during the demagnification process. The electron emitting region of a field emission source is much smaller ($< 10 \text{ nm}$) than the corresponding region of thermionic sources, which are typically $10 \mu\text{m}$ or more in diameter. This difference results in current densities higher by about a factor of 10^3 in very small field emission source probes relative to thermionic source probes³. Field emission source probes are necessary for high resolution STEM imaging, and for microdiffraction and microanalysis at the spatial resolution limit. Experimental results from several laboratories have shown that the vacuum environment in conventional electron microscopes is not "clean" enough for AEM purposes. The major problems have been contamination of the irradiated specimen area and operational instabilities of high intensity electron sources. The contamination problem is a result of diffusion of organic compounds on the specimen surface to the incident probe region where decomposition to amorphous carbon occurs. The contamination rate is rapid in a dirty system whenever microbeam experiments are performed⁴. Conventional microscopes with oil diffusion/rotary mechanical pump vacuum systems are inadequate for both problems. AEM instrument designers have responded to these problems by gradually adjusting their designs to an ultra high vacuum basis, but the process has been evolutionary rather revolutionary and it is not complete. At present, stable field emission sources are ion pumped and "clean" specimen chamber environments are ion pumped or strongly liquid nitrogen trapped in commercial instruments. Residual pressures of $\sim 10^{-8}$ torr in specimen chambers and $\leq 10^{-10}$ torr are attainable in these instruments.

This performance is a very significant improvement relative to the $\sim 10^{-5}$ torr attainable in conventional electron microscopes. However, the surface structure analysis results obtained from true UHV laboratory-constructed instruments concerning observations of dislocation intersections with free surfaces and surface structure-phase transitions⁵ show that further developments are necessary. It is expected that future instruments will be true UHV systems.

Microchemical Analysis From Small Thin Specimens

A typical application of energy dispersive x-ray and electron energy loss spectroscopy to a phase stability problem in a structural ceramic is shown in Figure 3. The bright field transmission image shows a polycrystalline region of a sintered silicon nitride structural ceramic fluxed with magnesium oxide. This material is not in thermodynamic equilibrium after sintering and contains a number of different phases, some of which are non crystalline. Electron energy loss spectra (ELS) and energy dispersive x-ray spectra (EDS) are shown for regions correspondingly marked A to D in the image. Microdiffraction patterns from the same areas are also shown. The ELS spectra show energy loss peaks corresponding to inner shell electron excitation for elements in each phase superimposed on a background decreasing rapidly with increasing energy loss. The corresponding EDS spectra show characteristic K series x-ray emission peaks for the (heavier) metallic elements in the four regions on a low background that varies slightly with energy. At present, EDS is the more well developed and simpler method to use for microanalysis. However, the higher sensitivity of ELS for light elements and its higher energy resolution are the basis for active and growing research on the method. The measured count rate in a characteristic EDS spectrum peak, for example a K_{α} peak, is given by

$$R_x = Q \cdot J \cdot n \cdot w \cdot f \cdot E \quad (1)$$

where Q is the K-shell ionization cross section, J the incident electron flux, n the volume concentration of the atoms of interest, w the K-shell fluorescence yield for the excited atoms, f the K_{α} fraction of the total K-shell emission, and E the detection efficiency. Two factors are of particular interest. The fluorescence yield, i.e., the probability that a K-shell ionization will decay by characteristic x-ray emission, depends on Z , the atomic number of the target atoms and is very small for low Z elements. The complementary decay process, Auger emission,^{IN WHICH... (AUGER EMISSION SHOULD BE EXPLAINED BRIEFLY)} has probability $(1-w)$ and is large for low Z elements. However, because the escape depth of Auger electrons is small, they are not useful for internal microanalysis. Second, the detection efficiency is low for low energy characteristic x-rays from low Z materials, and also as a result of the collection geometry for the process. Lithium-drifted silicon solid state detectors of 10 to 30 mm² are used for EDS, generally located ~ 1 cm from the specimen. Low energy x-rays are absorbed in Be windows, gold layers and silicon dead layers, while those of higher energy are not. The geometric collection efficiency is low for all characteristic x-rays since these are emitted from the irradiated specimen with radial symmetry, while the solid angle subtended by the detector at the specimen is typically ~ 0.1 steradian. On the other hand, every K-shell excitation results in a loss-electron, with the magnitude of the energy loss equal to the ionization energy of the target atom. These inelastically scattered electrons are scattered through only small angles, so the distribution is strongly peaked about the forward scattering direction. A properly designed and operated energy loss spectrometer will have a detection efficiency near unity. The ELS signal count rate from a K-shell ionization edge is then

$$R_E = J \cdot n \cdot Q(\alpha, \Delta E) \quad (2)$$

where $Q(\alpha, \Delta E)$ is the partial ionization cross-section for a spectrometer acceptance angle α over the energy loss range $E_K + \Delta E$ (E_K is the characteristic loss energy) following the formalism of Egerton⁶.

The straight forward differences between EDS and ELS methods show clearly the advantages of each and (that they are complementary: both methods are necessary for complete elemental characterization of the specimen.)

The ELS method is much less familiar of the two and a simple description of the various regions of an experimentally acquired spectrum is useful. Figure 4 shows an ELS spectrum extending from the zero-loss peak (the direct un-scattered beam, marked A) to beyond the K-shell excitation edge at 283eV. The peak marked B at 24eV loss corresponds to the plasmon (valence) electron excitation. (C is a detector system amplification increase.) The small broad peak following the K-loss is a result of convolution of the plasmon loss and K-loss peaks. The spectrum can be arbitrarily divided into three regions: the zero loss peak which includes unscattered and very small loss (phonon) inelastic scattering, the low loss region extending from ~ 5 to 50 eV losses, which includes plasmon and valence electron scattering, and the inner shell loss region which has a useful range from ~ 100 to 400 eV. It can be seen that all but a few percent of the electrons in the spectrum are in the zero and plasmon loss regions, and that the small inner shell peak rides on a large continuously decreasing background. Both plasmon and inner shell loss peaks shift position with chemical composition in alloys, however, the plasmon shifts are in general very small, and neither sense nor magnitude is predictable from first principles. For this reason, inner shell losses are preferred for micro-analysis.

Two important quantities indicating the usefulness of EDS and ELS are the minimum detectable mass (MDM) and minimum detectable mass fraction (MMF). MDM refers to the minimum detectable mass of some specimen materials in the free state, or in a weakly scattering matrix. It is a measure of system sensitivity, and "clean" spectra free of system artifacts are essential for a low value.

MMF refers to detection of some element in a surrounding matrix, which is not in general weakly scattering, and the matrix background becomes limiting.

Methods for calculating and measuring these quantities in various microscope operating modes have been considered in detail elsewhere^{7,8}. Both depend on operating modes of the microscopes, accelerating voltage, and atomic number (s) of the target materials. In general, the results show that for optimized systems ELS has an advantage in MDM of one or two orders of magnitude with MDM $\sim 10^{-20}$ gm. MMF is in the range of 0.1 to 3%.

Quantitative concentration measurement methods in multielement systems ~~ARE~~
~~is~~ well developed for EDS spectra in homogeneous alloys. The method is based on ~~THE~~ ~~relative~~ ~~intensities of~~ integrated characteristic peaks ~~intensities~~ after appropriate background subtraction and absorption corrections, ~~using either Standards BASED ON RUNS~~ of known composition or ~~CROSS-SECTION CALCULATIONS~~ ^{ON} ~~ARE USED~~ to convert peak intensity ratios to concentrations^{9,10}. An example of the accuracy to be expected is shown in Table 2, in which specimen composition determined by the thin film standardless method is compared to independent bulk chemical analysis.⁹ It can be seen that agreement is very good. The quantitative analysis situation is not as well defined for ELS principally because of problems in dealing with background subtraction; quantification is an active ELS research area. In general, atomic ratios using K-shell intensities can be determined with at least 15% accuracy.¹¹

Quantitative analysis of heterogenous specimens is considerably more complex by either EDS or ELS, primarily due to beam spreading into the surrounding matrix. An example of the large differences in apparent composition that can occur as a result of different experimental conditions is shown in Figure 5. ~~EXPLAIN CHEMICAL PROCESS BRIEFLY~~ Extraction replicas are the best solution to beam spreading problems at present, but caution must be used to avoid chemical changes in the extractant during specimen preparation. Small particles containing only $\sim 10^{-18}$ gm. of material have been analyzed using this method.¹²

Microdiffraction and Imaging

Microdiffraction and imaging in an AEM are extended beyond the usual complementary relationship found in conventional microscopy. The small probe forming capability and low specimen contamination rate of an AEM permit the use of an interesting and useful diffraction mode: convergent beam electron diffraction (CBED). With CBED, the diffracting volume of the specimen is selected by the incident probe diameter and thickness of the irradiated region. Probe sizes down to 0.5 nm may be obtained in AEM instruments fitted with field emission sources. For a typical CBED pattern taken with an incident probe size of 5 nm or a specimen 30 nm thick, the irradiated volume contains approximately 10^4 atoms. Aperture selected area diffraction, which must be used when a convergent probe cannot be formed, is restricted to a minimum diameter of ~ 250 nm, corresponding to an irradiated volume containing $\sim 10^8$ atoms. For this reason, CBED patterns are more sensitive to local changes in diffraction behavior from composition gradients or lattice defects than aperture selected microdiffraction patterns. A unique and less obvious feature of CBED patterns is their three dimensional information content, illustrated in Figure 6. The reciprocal lattice is shown in cross-section, with upper layer planes in edge-on orientation. The incident illumination cone of half angle α increases the excitation probability of upper layer reflections. Upper layer diffraction vector A has a component along the axis of the illumination cone. If parallel incident illumination were used, ($\alpha = 0$) the excitation probability of upper layer diffraction vectors would be small. The use of upper layer diffraction effects in CBED patterns to examine properties of crystals is illustrated in Figure 7. The dark line intensity modulations in the central beam discs result from excitation of Bragg reflections of the indices shown in the figure.

DOES THIS MEAN DIFFRACTION USING APERTURE-FORMED BEAMS?

When the irradiated crystal volume contains a dislocation all upper layer lines corresponding to Bragg diffraction planes distorted by the displacement field of the defect are split into fringes. Kikuchi lines corresponding to upper layer lines exhibit the same behavior. Because the diffracting volume is small relative to the extent of the defect displacement field in the lattice, the effect is easily observed, and the Burgers vector can be determined from the splitting symmetry of both upper layer and Kikuchi lines¹³. Since the upper layer lines exhibit high sensitivity to local lattice distortion, it is reasonable to expect their positions within the central disc to depend upon local crystal lattice parameter changes caused, for example, by a concentration gradient. This is so, and differences in local crystal lattice parameter can be determined with an accuracy of about 1 in 500¹⁴. Detection of local composition fluctuations from upper layer line shifts is complementary to the microanalysis methods; the line shifts give no information concerning the chemical identity of the atoms causing the lattice distortion but the diffraction method is likely to have higher spatial resolution in all but the thinnest crystals. Upper layer diffraction effects in CBED patterns can also be used to determine crystal symmetry without the need for complicated tilting experiments in the microscope. An elementary example is available in Figure 7. Note that the rotational symmetry of the upper layer line array from the perfect crystal is three-fold about the incident beam direction, but the zero-layer Bragg spot symmetry (the six {220} reflections) alone indicates six-fold symmetry about [111]. The true symmetry of the perfect crystal axis is given when three dimensional information is contained in the diffraction pattern. The relationship between CBED and three dimensional crystal symmetry can be used to efficiently identify the structure of complex materials¹⁵.

This technique is very effective when used with microanalysis to identify small second phase particles that occur in many materials, for example, inclusion in semiconductors or steels. When very small probes from field emission sources are used for CBED, coherent interference effects are observed in high divergence patterns. The interference effects occur in regions of Bragg disc overlap. The interference effects are the diffraction analog of high resolution lattice or structure fringe imaging in TEM or STEM, and promise to yield structural information at higher resolution than the imaging modes¹⁶.

GRAMMAR (The variety of imaging modes available in an AEM distinguishes them THE IMAGING MODES? from conventional electron microscopes.) The basic imaging modes of widest use are fixed beam TEM and the scanning transmission mode, STEM. The resolution attainable by either method is in principle the same, by reciprocity. However, there is a practical difference: fixed beam images are recorded in parallel (photographic film) and scanning images are recorded serially (PMT or solid state detectors). Under medium resolution conditions, both produce excellent results with instruments fitted with field emission guns¹⁷. WHERE IS REQUIRED Under high resolution conditions, TEM is clearly superior to STEM at present¹⁶. However, because STEM images are formed by modulating the intensity ON ANY OF A VARIETY OF of a CRT with some signals from the specimen as the small incident probe is scanned over it, possibilities for using signals other than elastically scattered electrons arise. FOR EXAMPLE, Characteristic x-rays from some atomic constituent have been used to form low resolution "x-ray" scanning images². In AEM instruments fitted with field emission guns, it is possible to form moderately high resolution images with either characteristic x-rays or inner-shell loss electrons from very thin specimens or free surfaces.

These experiments are difficult under high resolution conditions because collection and detection efficiencies for the signals have not yet been optimized, but offer intriguing opportunities for examination of the distribution of atomic species around lattice defects or on free surfaces.

An example is shown in Figure 8, in which a thin layer of nickel evaporated on the edge of a small magnesium oxide cube was imaged with nickel K_{α} characteristic radiation in a field emission D-STEM. This image clearly shows the advantages of high current density small probes and ultrahigh vacuum systems in general.

The Future

To project future developments it is very useful to consider the microscopy research techniques used in high resolution analytical microscopy today in terms of their historical development. The central goal of electron microscopy itself, from its beginnings in the 1930's, has been the imaging of individual atoms in solids. Progress toward that goal in 1977 has been nicely summarized recently¹⁸. The ELS analytical method was first proposed in 1944, but inadequate vacuum systems and other instrumentation problems delayed widespread use for more than two decades¹⁹. X-ray spectroscopy began to attract increasing interest when solid state detectors capable of fast parallel data collection were first coupled to TEM instruments²⁰. Convergent beam diffraction has been known for about forty years²¹, but only recently with the advent of condensor-objective lenses in clean vacuums has the technique been useful for AEM. All of these methods were used more or less independently for research, until recent instrumentation developments made it possible to use them all in a single instrument, in some cases simultaneously. The most troublesome remaining difficulty, until quite recently, was the requirement for a wide gap objective lens if EDS were to be used, which limited image resolution to ~ 0.45 nm in AEM instruments.

At present, new lens designs are available in AEM instruments that will achieve point resolution better than 0.3 nm without compromising analytical capability. This resolution capability is significantly better than the resolution limits of the best non-analytical high resolution microscopes in 1977¹⁸.

During the next decade, the largest increase in AEM activity will occur in applications to diverse problems in applied physics and materials science, such as VLSI devices, catalysis research, and phase transformation research, which is fundamental to most areas of materials science. Some idea of the increase in activity can be gained from the observation that less than ten laboratories in North America presently have all the AEM capabilities noted above in operation. It is quite likely that a significant fraction of future AEM activity will occur in academic and industrial research centers in view of its interdisciplinary nature and the high capital cost for instrumentation. Prominent areas for research in AEM itself are the effect of high coherence sources (field emission electron guns) on high resolution images and diffraction patterns, and the collection and interpretation of high resolution electron energy loss spectra.

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Figures and Captions

1. An analytical electron microscope capable of operation in fixed or scanning beam modes. A field emission gun is used on this instrument, which requires the ion pumps shown near the top of the column. The Dewar attached to the EDS detector is visible adjacent to the specimen chamber. A magnetic sector ELS spectrometer is visible below the column. The exit path from the spectrometer is horizontal to the left. The adjacent racks hold electronic gear for operation and control of vacuum systems, the FEG, STEM imaging and spectrometer control and data collection. The instrument is interfaced to a minicomputer for spectral data collection.
(This figure is not included with this draft.)
2. A schematic diagram of the principal components of a typical TEM/STEM analytical electron microscope. (ORNL-DWG79-14576)
3. Some results of a phase stability investigation in an Si_3N_4 based MgO fluxed and sintered structural ceramic alloy. ELS spectra show light element constituents of selected areas, EDS spectra show metallic constituents at higher S/B. Convergent beam microdiffraction distinguishes between crystalline and non-crystalline regions. Note in particular region D with composition Mg_2SiO_4 is non-crystalline, but region B with composition SiO_2 is crystalline.
4. An ELS spectrum taken from a thin amorphous carbon specimen with incident beam energy 120KeV. Energy resolution approximately 15 eV (ORNL-DWG 79-18019)
5. Analyses of M_{23}C_6 precipitates from an austenitic stainless steel in various experimental configurations. The high silicon level found in the suspended precipitate probably results from silicon bearing compounds in vacuum pump fluids. (ORNL-DWG-79-18022)

6. Diagram of the reciprocal lattice illustrating the effect of convergent illumination on upper layer Bragg reflection excitation. A, upper layer diffraction vector. B, zero layer diffraction vector.
7. Convergent beam electron diffraction patterns taken from silicon crystals at 100 KeV incident beam energy. The incident beam is along the [111] crystal axis. (a) Perfect crystal with upper layer lines indexed. (b) Incident probe on straight dislocation with $\bar{b} = \pm\frac{1}{2}[0\bar{1}1]$. Note unsplit [11 5 5] upper layer line. Incident probe diameter ~ 10 nm.
8. This figure is being prepared.

TABLE 1

Structural Analysis Methods Used in
High Resolution Analytical Electron Microscopy

<u>Signal</u>	<u>Primary Information Contained</u>
Forward scattered direct beam:	
elastic	Bright field images
inelastic	Light element chemical composition microanalysis and near neighbor environment
Direct beam and Bragg diffracted electrons	High resolution structure fringe images and micro-diffraction
Emitted characteristic x-ray spectrum	Heavy element chemical composition microanalysis
Secondary electron emission	Specimen surface imaging
Backscattered electrons	

TABLE 2
Incident Energy Measured Intensity Generated Intensity Ratio of X-Ray Generation Constants κ_B/κ_A

Sample	Incident Energy (keV)	Measured Intensity I_A/I_B	Generated Intensity ϕ_A/ϕ_B	$\kappa \equiv \frac{Q \cdot w \cdot a}{A}$	Thin Film X-ray Analysis	Bulk Analysis (wt%)
β NiAl	200.	$NiK_\alpha/AlK_\alpha = 2.05$	1.53	1.491	$Ni = 69.5$ $Al = 30.5$	$Ni = 68.5$ $Al = 31.5$
	100.	$NiK_\alpha/AlK_\alpha = 1.79$	1.34	1.744	$Ni = 69.9$ $Al = 30.1$	$\overset{(TC)}{\cancel{Ni}} = 68.5$ $\cancel{Al} = 31.5$
β ZrNb	200.	$NbK_\alpha/ZrK_\alpha = 0.163$	0.163	1.079	$Nb = 14.9$ $Zr = 84.0$	$Nb = 15.4$ $Zr = 84.6$
β CuZn	100	$CuK_\alpha/ZnK_\alpha = 1.63$	1.634	0.933	$Cu = 60.4$ $Zn = 39.6$	$Cu = 60.2$ $Zn = 39.8$
	120	$MoK_\alpha/NiK_\alpha = 0.113$	0.118	3.475	$Mo = 29.2$ $Ni = 70.8$	$Mo = 29.0$ $Ni = 71.0$
Ni_4Mo	120.	$MoL_\alpha/NiK_\alpha = 0.246$	0.323	1.167	$Mo = 27.4$ $Ni = 72.6$	$Mo = 29.0$ $Ni = 71.0$
	120.	$NbL_\alpha/HfL_\alpha = 1.30$	1.515	0.516	$Nb = 43.9$ $Hf = 56.1$	$Nb = 45.9$ $Hf = 54.1$
Fe-13Cr-40Ni	120	$FeK_\alpha/NiK_\alpha = 1.25$	1.26	0.902	$Ni = 40.1$ $Cr = 14.2$	$Ni = 40.4$ $Cr = 13.2$
	120	$CrK_\alpha/NiK_\alpha = 0.426$	0.435	0.813	$Fe = 45.7$	$Fe = 46.6$
Fe-13Cr-20Ni	120.	$FeK_\alpha/NiK_\alpha = 3.59$	3.619	0.902	$Ni = 20.0$ $Cr = 14.5$	$Ni = 19.7$ $Cr = 13.3$
	120.	$CrK_\alpha/NiK_\alpha = 0.0880$	0.899	0.813	$Fe = 65.5$	$Fe = 66.9$

(This table does not need as many rows as it has. All the symbols in the formulas at the top should be defined. It should be said explicitly that the product of the "Generated Intensity" ratio and the "X-Ray Generation Constants" ratio yields the elemental composition ratio or the "Thin Film X-Ray Analysis" numbers.)

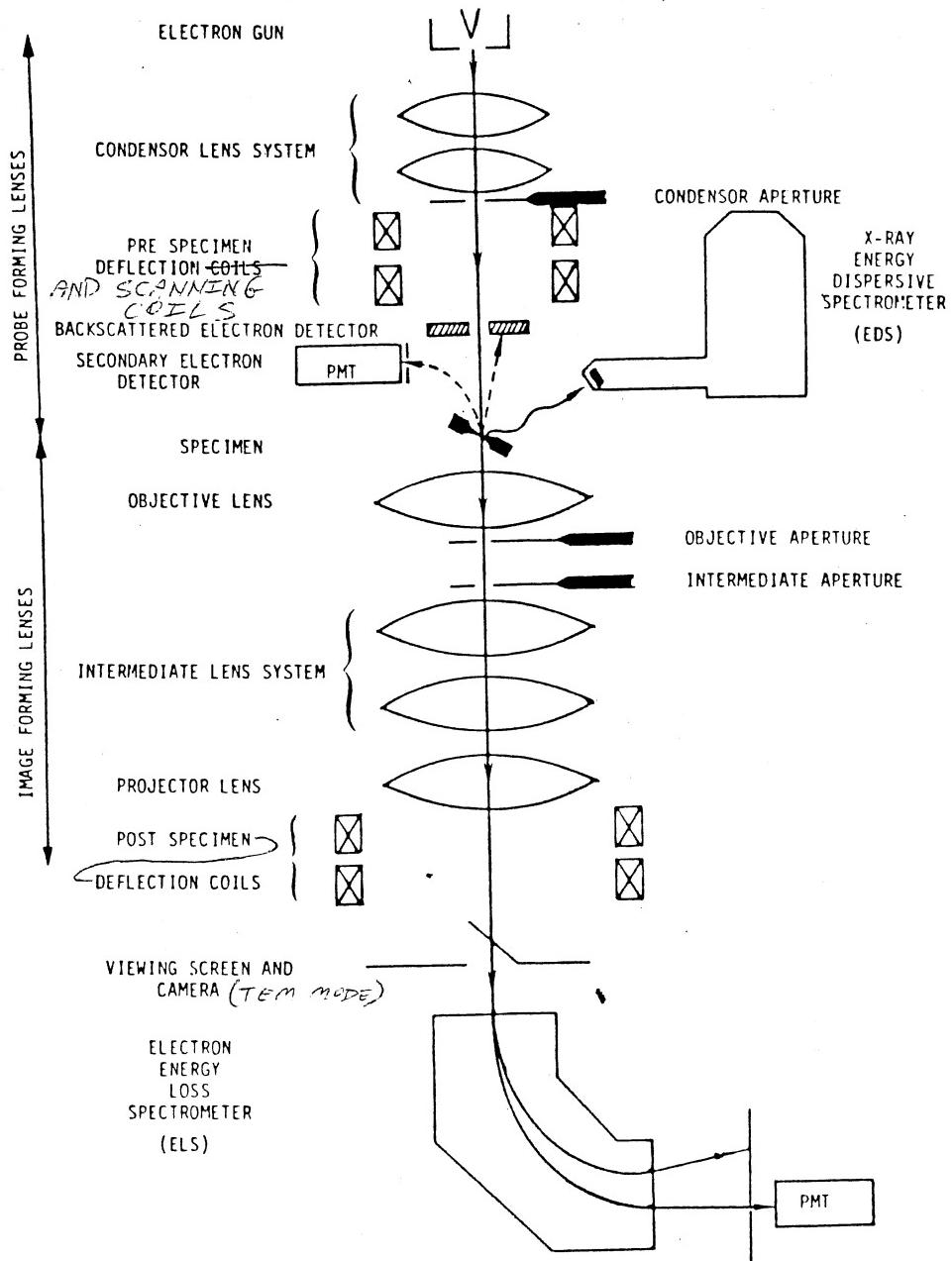
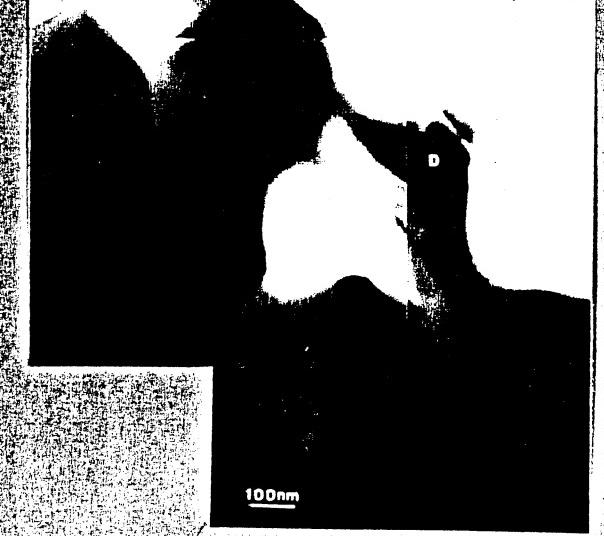
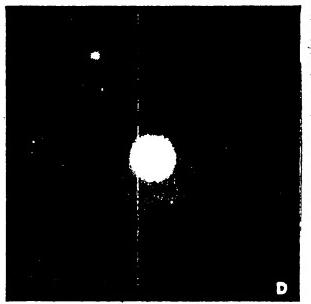
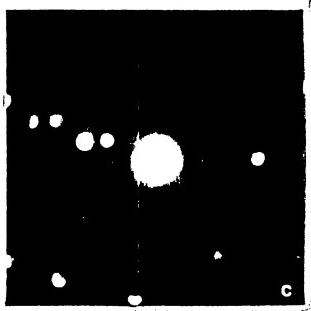
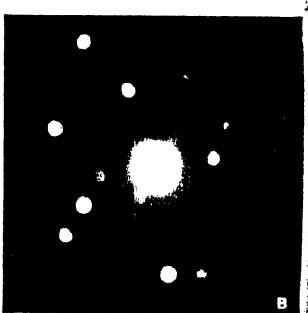
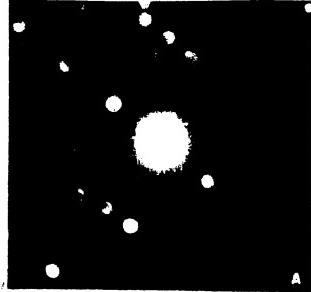
PRINCIPLE COMPONENTS OF AN ANALYTICAL ELECTRON MICROSCOPE (AEM)

Figure 2. Carpenter PT.

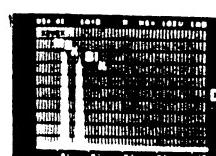
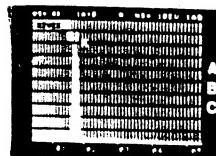
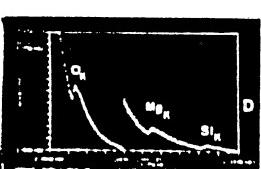
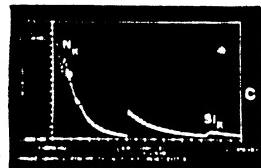
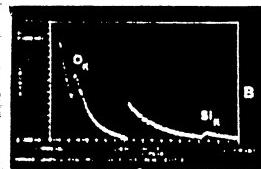
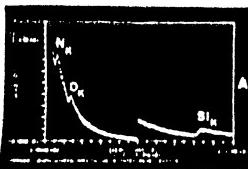
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SINTERED SILICON NITRIDE

CROP TO A RECTANGLE

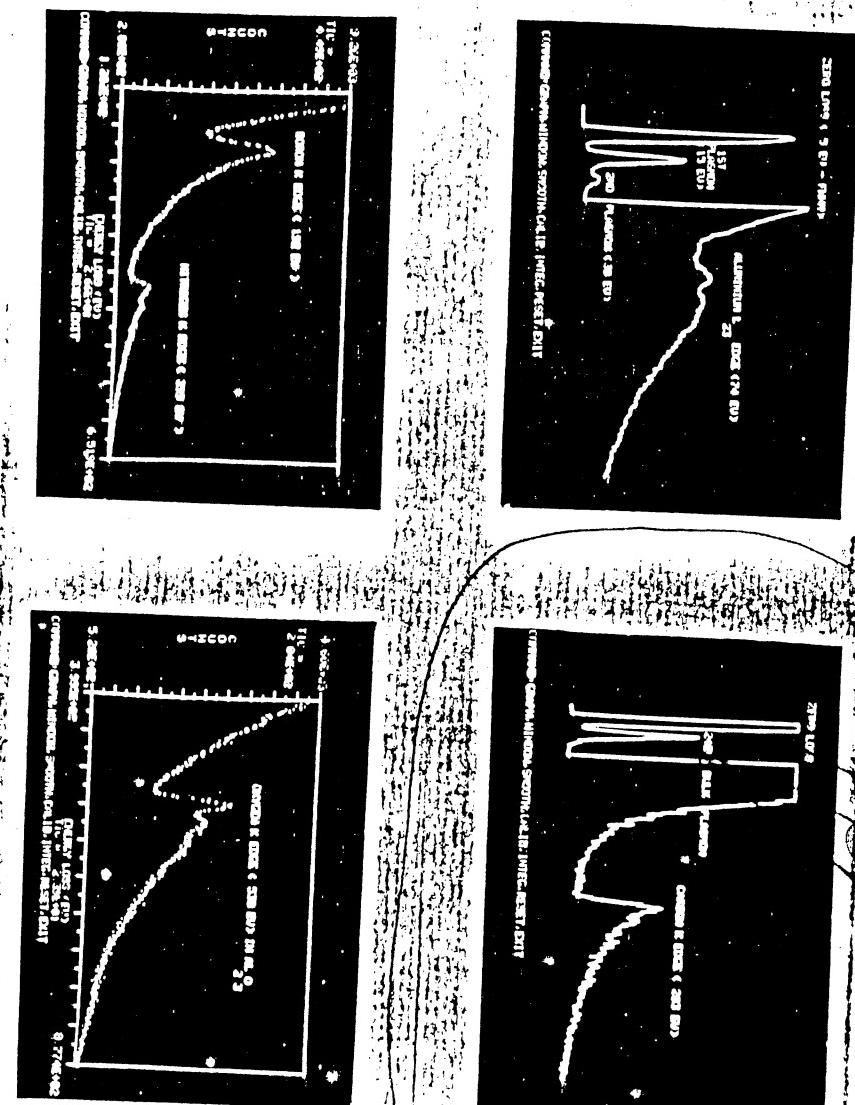
Fig 2 Co-pentice PT



EDS

D00204

Fig 4
Cyanister



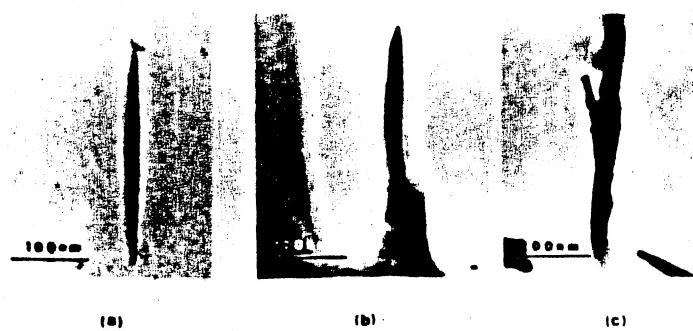
To be enlarged

C
B

A

SEE P. 6

D00205



(a)

(b)

(c)

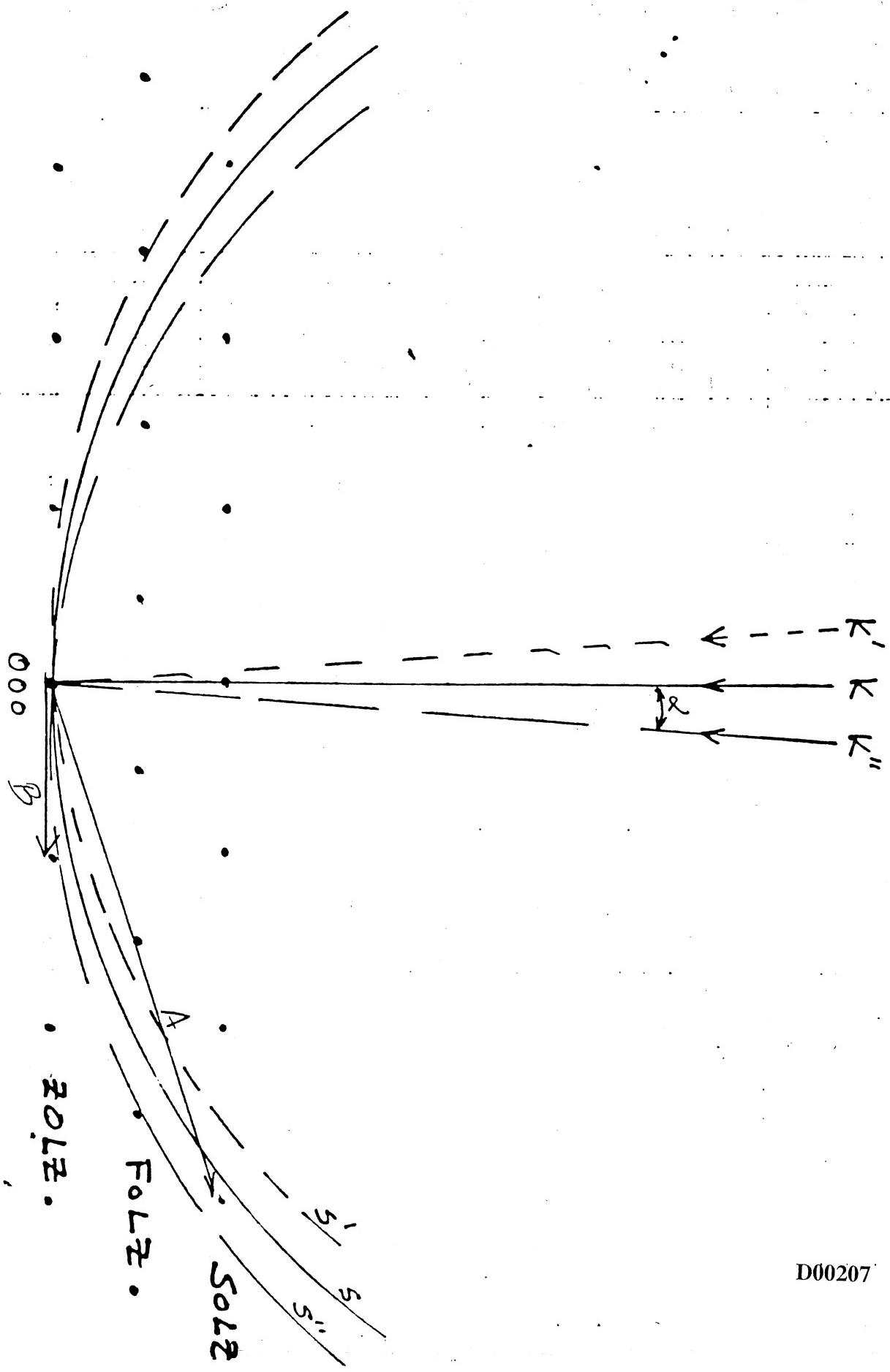
Element	Composition (wt%)			
	Extracted Precipitate (a)	Suspended Precipitate (b)	Embedded Precipitate (c)	Matrix
Si	<.05	2.3*	1.1	1.3
Mo	16.7	14.2	8.7	3.9
Cr	65.9	58.2	30.9	18.4
Mn	<.05	0.2	1.47	1.5
Fe	14.6	21.6	47.9	62.3
Ni	2.8	3.6	10.0	12.6

*Increased silicon content probably due to presence of heavy contamination layer surrounding precipitate.

Fig 5

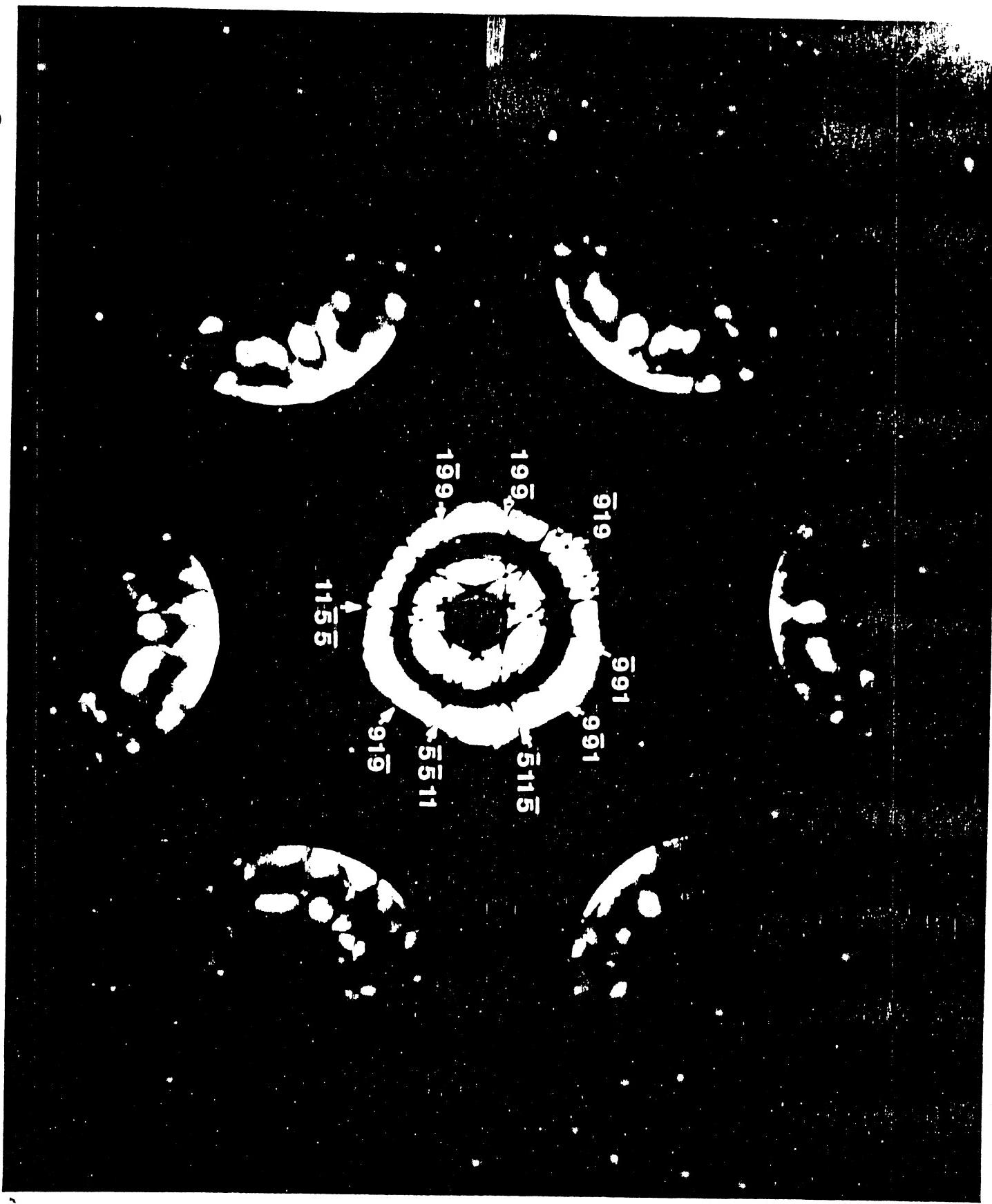
CONVERGENCE EFFECT ON EWALD SPHERE

D00207



Computer PT

2/2 27a Xerox room



D00208

VDP.

G-1529



7b Carpenter pt. Xerox copy

Top

D00209

PHYSICS TODAY

from the desk of

by H D

GLORIA B. LUBKIN

We sounded
very good indeed.
I'd like to talk to
him.

Gloria

2/10/81

D00210

PHYSICS TODAY

from the desk of
TOM VON FOERSTER

I think this
is excellent
work

D00211

82 January 1981

Dr. Jeffrey D. Schmidt
6604 Spring Park Avenue #6
Los Angeles, CA 90056

Dear Dr. Schmidt:

Here is the article I mentioned on the telephone. As I am sure you know, we try to address an audience of physicists ranging from advanced undergraduates to highly specialized research workers. At least the first few paragraphs of any article should be intelligible--if not interesting--to all of them.

Please try to give us your comments on the article within a few days. I don't think it should take more than an evening or two to work on the article to the extent we are interested in.

I am looking forward to your comments as well as the articles or whatever of your writing you are sending us. I do hope to meet you in person.

Sincerely,

Thomas von Foerster
Associate Editor

TVF:sm
Enc

D00212

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JEFFREY D SCHMIDT
6604 SPRING PARK AVE
APT 6
LOS ANGELES CA 90056
DEAR MR SCHMIDT,

PLEASE CONTACT AT YOUR CONVENIENCE DR HAROLD L DAVIS EDITOR OF
PHYSICS TODAY IN REFERENCE TO POSITION AVAILABLE FOR AN ASSOCIATE
EDITOR. THANK YOU, SINCERELY,

HAROLD L DAVIS 212-661-9404 EXTENSION 537

14:59 EST

MGMCOMP

Send newspaper - V/C
Research assist - \$
Availability - OK

D6
Department of Phys
Iowa City 92717

D00213

Jeffrey Schmidt

2/23/81

Dark curly hair, glasses, slim
Nice manner

Feynman-Wheeler

microwave exper. on a mountaintop

Riley Newman was thesis adviser

Since degree writing a paper for Nature.

Would like 2-3 weeks notice

Worked on campus newspaper as a grad

"The New University" } student

Speaks very well

Would like to contribute to Staff sometime.

Reads PT

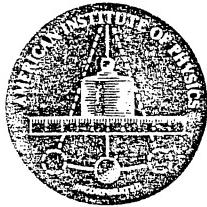
goes to weekly seminars

aware of research

Knows pretty well about fusion approaches

" a small am't re quarks

" a tiny " " gas junc.



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CHARLOTTE K. MAIER
Personnel Manager

February 27, 1981

Dr. Jeffrey D. Schmidt
Dept. of Physics
University of California
Irvine, California 92717

Dear Dr. Schmidt,

This letter is to confirm our verbal offer to you for the position of Associate Editor on our "Physics Today" staff, at the starting salary of \$21,500 per annum, subject to an annual review. The agreed upon starting date is March 17, 1981.

As I mentioned to you at the time of your interview, the Institute will help you defray the moving and relocation expense up to 10% of your starting salary. Should you leave the Institute on your own accord, prior to completing one year of service, it is expected that you will reimburse AIP half of the moving expense allowance.

If you have any further questions regarding your employment, do not hesitate to call me collect. Also please let me know if you have been able to locate the airline vouchers and be good enough to return them to me by registered mail. I will do my best to try to assist you in finding suitable living accomodation in New York.

We are pleased that you have decided to accept our offer and we are confident that you will find your job with the Institute challenging and rewarding.

Sincerely yours,

Charlotte K. Maier

Charlotte K. Maier

CKM:mr
cc. H. Davis ✓

D00215



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DEPARTMENT OF PHYSICS

IRVINE, CALIFORNIA 92717

3 March 1981

Mrs. Charlotte K. Maier
Personnel Manager
American Institute of Physics
335 East 45 Street
New York, NY 10017

Dear Mrs. Maier,

I look forward to starting work at Physics Today on 17 March 1981 and I will be sure to come by your office on that date.

Enclosed are the two airline coupons which arrived here 23 February 1981.

Sincerely,

A handwritten signature in black ink that reads "Jeffrey D. Schmidt".

Jeffrey D. Schmidt

D00216



Lawrence Berkeley Laboratory

University of California • Berkeley, California 94720

February 2, 1982

Dr. Harold L. Davis, Editor
Physics Today
335 East 45th Street
New York, NY 10017

Dear Dr. Davis:

I'm sorry to say I didn't write down a single word before I gave my talk. I spent a lot of time getting just the right slides in the right order, and used them to cue me in what I planned to say.

Sincerely,

Luis W. Alvarez

LWA/bk

P.S. I liked the way Jeffrey Schmidt helped me get my story on accelerator dating in shape for the January issue of Physics Today.

L.W.A.

RECEIVED

FEB - 5 1982

Telephone: (415) 486-4000 FTS 451-4000

PHYSICS TODAY

D00217



UNIVERSITY OF OREGON

May 14, 1984

Jeff Schmidt
Associate Editor
Physics Today
335 East 45 Street
New York, NY 10017

Dear Jeff:

With reference to your letter of May 9 and my telephone reply, I want to put in writing how very grateful I am for the superb editing job that you did on our article on atomic physics with synchrotron radiation. I wish I could write like that!

Will it be possible to order a few reprints, or extra copies of the June issue?

With best regards,

Sincerely,

A handwritten signature in black ink, appearing to read "Bernd".

Bernd Crasemann
Professor of Physics

BC:sh

*Started Monday 17 May 1981 (213) 555 1212
2nd floor*

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⑰ Thesis Professor or Principal Reference: Professor Riley Newman, University of California, Irvine
 Availability Date: June 1980, flexible (714) 433 7209

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2. _____
3. _____
4. _____

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			<input type="checkbox"/> Temporarily Employed
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- BK 81 Biophysics
- BK 82 Physical Chemistry
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- BK 84 Medical Physics
- BK 85 Health Physics
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- BK 87 Electrical Engineering
- BK 88 Computer Science
- BK 89 Materials Science
- BK 90 Systems Engineering

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A GRADUATE STUDENT**

- R 7 1 year
- R 8 2 years
- R 9 3 years
- R 10 4 years
- R 11 5-10 years

**NUMBER OF YEARS OF
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- R 13 2 years
- R 14 3 years
- R 15 4 years
- R 16 5-10 years

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- BL 61
- BL 62
- BL 63
- BL 64

**WORK EXPERIENCE BEYOND
HIGHEST DEGREE**

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|--|--|
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| GY 2 <input type="checkbox"/> Industrial | GY 11 <input type="checkbox"/> 0-2 years |
| GY 3 <input type="checkbox"/> Governmental | GY 12 <input type="checkbox"/> 2-5 years |
| GY 4 <input type="checkbox"/> Non-Profit Inst. | GY 13 <input type="checkbox"/> 5-10 years |
| | GY 14 <input type="checkbox"/> over 10 years |

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RESIDENCE | |
|---|---|
| GY 20 <input type="checkbox"/> New England: Maine, N.H., R.I., Mass., Vrmt., Conn. | GY 34 <input type="checkbox"/> |
| GY 21 <input type="checkbox"/> New York Area: N.Y., N.J., Penn., Del. | GY 35 <input type="checkbox"/> |
| GY 22 <input type="checkbox"/> Mid Atlantic: Md., D.C., Va., W. Va., N. Car., S. Car. | GY 36 <input type="checkbox"/> |
| GY 23 <input type="checkbox"/> Southeast: Tenn., Ala., Miss., Ga., Fla. | GY 37 <input type="checkbox"/> |
| GY 24 <input type="checkbox"/> Lake Region: Mich., Ohio, Ky., Ind. | GY 38 <input type="checkbox"/> |
| GY 25 <input type="checkbox"/> North Central: Mont., N. Dak., S. Dak., Minn., Wisc., Iowa | GY 39 <input type="checkbox"/> |
| GY 26 <input type="checkbox"/> Midwest: Kansas, Missouri, Neb., Ill. | GY 40 <input type="checkbox"/> |
| GY 27 <input type="checkbox"/> South Central: Texas, Okla., La., Ark. | GY 41 <input type="checkbox"/> |
| GY 28 <input type="checkbox"/> Mountain: Idaho, Utah, Ariz., N.M., Colo., Nev., Wyo. | GY 42 <input type="checkbox"/> |
| GY 29 <input type="checkbox"/> Northwest: Oregon, Wash. | GY 43 <input type="checkbox"/> |
| GY 30 <input type="checkbox"/> California | GY 44 <input checked="" type="checkbox"/> |
| GY 31 <input type="checkbox"/> Alaska-Hawaii | GY 45 <input type="checkbox"/> |
| GY 32 <input type="checkbox"/> Outside U.S.A. | GY 46 <input type="checkbox"/> |
| GY 33 <input checked="" type="checkbox"/> None | |

TALENTS - SKILLS

- R 50 Analyze-Evaluate
- R 51 Coordinate
- R 52 Consult
- R 53 Design
- R 54 Develop-CREATE
- R 55 Direct-Supervise
- R 56 Experiment-Test
- R 57 Forecast-Estimate
- R 58 Lecture
- R 59 Make-Construct
- R 60 Negotiate
- R 61 Operate
- R 62 Plan-Schedule
- R 63 Simulate-Model
- R 64 Write
- R 65 Teach

**EXPERIENCE AND SPECIALIZATION
in PHYSICS and RELATED FIELDS**

- GY 50 ACOUSTICS
- GY 51 Applied acoustics, instruments and apparatus
- GY 52 Architectural acoustics
- GY 53 Ear and hearing
- GY 54 Electroacoustics
- GY 55 Holography
- GY 56 Infrasonics
- GY 57 Mechanical vibrations and shock
- GY 58 Musical instruments and music
- GY 59 Noise
- GY 60 Speech communications
- GY 61 Theory of waves and vibrations
- GY 62 Ultrasonics
- GY 63 Underwater sound

- Y 20 ATOMIC AND MOLECULAR PHYSICS
- Y 21 Atomic, ionic, and molecular beams
- Y 22 Atomic structure and spectra
- Y 23 Chemical bonds and structure
- Y 24 Electron paramagnetic resonance
- Y 25 Impact and scattering phenomena
- Y 26 Macromolecules
- Y 27 Mass spectroscopy
- Y 28 Molecular structure and spectra
- Y 29 Nuclear magnetic resonance
- Y 30 Quantum and valence theory
- Y 31 Spectroscopy

- Y 35 CHEMICAL PHYSICS
- Y 36 Chemical kinetics, gas phase
- Y 37 Chemical kinetics (condensed phase and heterogeneous, photochemistry)
- Y 38 Disperse systems
- Y 39 Electrochemistry
- Y 40 Spectroscopy, electronic
- Y 41 Spectroscopy, vibration-rotation
- Y 42 Surface properties (including some catalysis)
- Y 43 Theory
- Y 44 Thermodynamic properties
- Y 45 Transport properties

- Y 50 ELECTROMAGNETISM
- Y 51 Antenna theory
- Y 52 Circuit theory
- Y 53 Electrical measurements and instruments
- Y 54 Electromagnetic theory
- Y 55 Electromagnetic wave propagation
- Y 56 Electron dynamics
- Y 57 Electron microscopy, ion optics
- Y 58 High frequency technology
- Y 59 Microwaves
- Y 60 X-ray technology

- GY 65 ELECTRONICS
- GY 66 Electro-acoustic devices
- GY 67 Electronic components
- GY 68 Electron emission
- GY 69 Electron optics
- GY 70 Electron tubes
- GY 71 Electronic circuits
- GY 72 Electronics instrumentation
- GY 73 Electro-optical devices
- GY 74 Electro-optical systems
- GY 75 Gas discharge devices
- GY 76 Gaseous electronics
- GY 77 Microwave technology
- GY 78 Quantum electronics
- GY 79 Semiconductor devices
- GY 80 Solid state devices
- GY 84 Integrated circuits
- GY 81 ELEMENTARY PARTICLES
- GY 82 Cosmic Rays
- GY 83 Dispersion relations
- GY 84 Electromagnetic processes
- GY 85 Field theory
- GY 86 High energy accelerators
- GY 87 High energy phenomena
- GY 88 Ion physics
- GY 89 Particle detectors
- GY 90 Phenomenological computer analysis
- D00220**
- GY 91 Strong interaction processes
- GY 92 Symmetries and multiple schemes
- GY 93 Weak interaction processes

June 1980

Jeffrey D. Schmidt
Department of Physics
University of California
Irvine, California 92717

SUMMARY OF TRAINING AND EXPERIENCE

SCHOOLS ATTENDED AND DEGREES HELD

PhD	1980	University of California, Irvine	Physics
MA	1976	University of California, Irvine	Physics
MS	1974	California State University, Los Angeles	Physics
	1970	California Teaching Credential	Physics, Mathematics
BS	1968	University of California, Los Angeles	Physics, Mathematics

SUMMARY OF EXPERIENCE

1978-present	Research Assistantship, Physics	University of California Irvine
1980	Member, National Science Foundation grant proposal review panel	NSF Comprehensive Assistance to Undergraduate Science Education Program
1978-1979	Graduate Representative, Chancellor's Committee on University Policy	University of California Irvine
1975-1977	Teaching Assistantship, Physics	University of California Irvine
1974-1975	Lecturer in Physics	University of Maiduguri Maiduguri, Nigeria
1973-1974	Teaching Assistantship, Physics	California State University Los Angeles
1971-1972	Instructor in Mathematics and Physical Science	Escuela Americana San Salvador, El Salvador Central America
1970-1971	Project Teacher, AB938 Mathematics Demonstration Project	California State Curriculum Development and Demonstration Project Pasadena Unified School District

Personal

Date of Birth: [REDACTED]
Place of Birth: Los Angeles, California
Citizenship: U.S.
Marital Status: Single

D00221

2007 Data

AMERICAN INSTITUTE OF PHYSICS EMPLOYMENT REFERRAL SERVICE ✓
PERSONAL INFORMATION SHEET

Date 11 April 1980

(10) Registration No. 97214

(11) Name Schmidt, Jeffrey D. Telephone Number _____
(Last) (First) (Middle)
(12) Address 6604 Spring Street Apt. #6 LA, CA 90056
(Street) (City) (State)
{ (ZIP)

(40) Degrees (Received or Expected) (41) Institution (43) Year (Received or Expected)
BL 97 B.S./B.A. University of California, Los Angeles 1968
BL 98 M.S./M.A. University of California, Irvine 1976
BL 3 Ph.D. University of California, Irvine 1980

(31) Thesis Professor or Principal Reference: Professor Riley Newman, University of California, Irvine
Availability Date: June 1980, flexible (714) 433 1209
BL 4 Theoretician BL 5 Experimentalist

(32) Areas of Specialization and Interest (maximum of four)

1. International programs
2. _____

3. _____
4. _____

Citizenship & Residency Status

BL 6 USA Citizen BL 7 Permanent Visa BL 8 Temporary Visa BL 73 Non-Resident BL 74 Non-US Citizen

Check only the following items on age, sex and racial classification which you wish us to provide to prospective employers. This page will be reproduced and supplied to employers for all registrants meeting his particular technical profile. (Age, sex and racial classification will not be used as a search or screening parameter.)

Age	Sex	Special Classifications	Present Employment
<input type="checkbox"/> Under 20	<input checked="" type="checkbox"/> Male	<input type="checkbox"/> Black	<input type="checkbox"/> Industrial
<input type="checkbox"/> 20-25	<input type="checkbox"/> Female	<input type="checkbox"/> Puerto Rican	<input type="checkbox"/> Academic College/University
<input type="checkbox"/> 26-30		<input type="checkbox"/> Mexican American	<input type="checkbox"/> Academic Secondary School
<input checked="" type="checkbox"/> 31-35		<input type="checkbox"/> Native American Indian	<input type="checkbox"/> Government
<input type="checkbox"/> 36-40		<input type="checkbox"/> Asian Indian	<input type="checkbox"/> Non Profit, Non Academic Research
<input type="checkbox"/> 41-45		<input type="checkbox"/> Oriental	<input type="checkbox"/> Undergraduate Student
<input type="checkbox"/> 46-50		<input type="checkbox"/> Other _____	<input checked="" type="checkbox"/> Graduate Student
<input type="checkbox"/> Over 50		<input type="checkbox"/> Handicapped specify _____	<input type="checkbox"/> Post doctoral <input type="checkbox"/> Military Service <input type="checkbox"/> Temporarily Employed <input type="checkbox"/> Unemployed

D00222

AMERICAN INSTITUTE OF PHYSICS EMPLOYMENT REFERRAL SERVICE
335 East 45th Street, New York, N.Y. 10017

CLASSIFICATION AND SEARCH FORM

FIELD OF HIGHEST DEGREE	EXPERIENCE	INTERESTS	WORK EXPERIENCE BEYOND HIGHEST DEGREE
BK 75 <input checked="" type="checkbox"/> Physics	BL 41 <input checked="" type="checkbox"/> Research	BL 53 <input type="checkbox"/>	TYPE
BK 76 <input type="checkbox"/> Mathematics	BL 42 <input type="checkbox"/> Development and/or Design	BL 54 <input type="checkbox"/>	No. YEARS
BK 77 <input type="checkbox"/> Chemistry	BL 43 <input type="checkbox"/> Engineering	BL 55 <input type="checkbox"/>	
BK 78 <input type="checkbox"/> Astronomy	BL 44 <input type="checkbox"/> Manufacturing	BL 56 <input type="checkbox"/>	
BK 79 <input type="checkbox"/> Astrophysics	BL 45 <input type="checkbox"/> Technical Sales	BL 57 <input type="checkbox"/>	GY 1 <input type="checkbox"/> Academic
BK 80 <input type="checkbox"/> Atmospheric Physics	BL 46 <input type="checkbox"/> Administration-Management	BL 58 <input type="checkbox"/>	GY 2 <input type="checkbox"/> Industrial
BK 81 <input type="checkbox"/> Biophysics	BL 47 <input checked="" type="checkbox"/> Writing-Editing	BL 59 <input checked="" type="checkbox"/>	GY 3 <input type="checkbox"/> Governmental
BK 82 <input type="checkbox"/> Physical Chemistry	BL 48 <input checked="" type="checkbox"/> Teaching-Undergraduates only	BL 60 <input type="checkbox"/>	GY 4 <input type="checkbox"/> Non-Profit Inst.
BK 83 <input type="checkbox"/> Geophysics	BL 49 <input type="checkbox"/> Teaching-Graduates	BL 61 <input type="checkbox"/>	
BK 84 <input type="checkbox"/> Medical Physics	BL 50 <input type="checkbox"/> Teaching plus research	BL 62 <input type="checkbox"/>	
BK 85 <input type="checkbox"/> Health Physics	BL 51 <input type="checkbox"/> Post-Doctoral-Res. Assoc.	BL 63 <input type="checkbox"/>	
BK 86 <input type="checkbox"/> Nuclear Engineering	BL 52 <input type="checkbox"/> Teaching-Secondary School	BL 64 <input type="checkbox"/>	
BK 87 <input type="checkbox"/> Electrical Engineering			
BK 88 <input type="checkbox"/> Computer Science			
BK 89 <input type="checkbox"/> Materials Science			
BK 90 <input type="checkbox"/> Systems Engineering			
NUMBER OF YEARS OF RESEARCH EXPERIENCE AS A GRADUATE STUDENT		TALENTS-SKILLS	
R 7 <input type="checkbox"/> 1 year	R 50 <input checked="" type="checkbox"/> Analyze-Evaluate		GEOGRAPHICAL PREFERENCE
R 8 <input type="checkbox"/> 2 years	R 51 <input type="checkbox"/> Coordinate		CURRENT RESIDENCE
R 9 <input type="checkbox"/> 3 years	R 52 <input checked="" type="checkbox"/> Consult		GY 20 <input type="checkbox"/> New England: Maine, N.H., R.I., Mass., Vt., Conn.
R 10 <input type="checkbox"/> 4 years	R 53 <input type="checkbox"/> Design		GY 21 <input type="checkbox"/> New York Area: N.Y., N.J., Penn., Del.
R 11 <input checked="" type="checkbox"/> 5-10 years	R 54 <input type="checkbox"/> Develop-CREATE		GY 22 <input type="checkbox"/> Mid Atlantic: Md., D.C., Va., W.Va., N.C., S. Car.
NUMBER OF YEARS OF TEACHING EXPERIENCE AS A GRADUATE STUDENT			GY 23 <input type="checkbox"/> Southeast: Tenn., Ala., Miss., Ga., Fla.
R 12 <input type="checkbox"/> 1 year	R 55 <input type="checkbox"/> Direct-Supervise		GY 24 <input type="checkbox"/> Lake Region: Mich., Ohio, Ky., Ind.
R 13 <input type="checkbox"/> 2 years	R 56 <input type="checkbox"/> Experiment-Test		GY 25 <input type="checkbox"/> North Central: Mont., N. Dak., S. Dak., Minn., Wisc., Iowa
R 14 <input type="checkbox"/> 3 years	R 57 <input type="checkbox"/> Forecast-Estimate		GY 26 <input type="checkbox"/> Midwest: Kansas, Missouri, Neb., Ill.
R 15 <input type="checkbox"/> 4 years	R 58 <input type="checkbox"/> Lecture		GY 27 <input type="checkbox"/> South Central: Texas, Okla., La., Ark.
R 16 <input checked="" type="checkbox"/> 5-10 years	R 59 <input type="checkbox"/> Make Construct		GY 28 <input type="checkbox"/> Mountain: Idaho, Utah, Ariz., N.M., Colo., Nev., Wyo.
	R 60 <input checked="" type="checkbox"/> Negotiate		GY 29 <input type="checkbox"/> Northwest: Oregon, Wash.
	R 61 <input type="checkbox"/> Operate		GY 30 <input type="checkbox"/> California
	R 62 <input type="checkbox"/> Plan Schedule		GY 31 <input type="checkbox"/> Alaska-Hawaii
	R 63 <input type="checkbox"/> Simulate-Model		GY 32 <input type="checkbox"/> Outside U.S.A.
	R 64 <input checked="" type="checkbox"/> Write		GY 33 <input checked="" type="checkbox"/> None
	R 65 <input checked="" type="checkbox"/> Teach		

**EXPERIENCE AND SPECIALIZATION
in PHYSICS and RELATED FIELDS**

- | | | | | | |
|--|---|--|---|--|--|
| <p>GY 50 <input type="checkbox"/> ACOUSTICS</p> <p>GY 51 <input type="checkbox"/> Applied acoustics; instruments and apparatus</p> <p>GY 52 <input type="checkbox"/> Architectural acoustics</p> <p>GY 53 <input type="checkbox"/> Ear and hearing</p> <p>GY 54 <input type="checkbox"/> Electroacoustics</p> <p>GY 55 <input type="checkbox"/> Holography</p> <p>GY 56 <input type="checkbox"/> Infrasonics</p> <p>GY 57 <input type="checkbox"/> Mechanical vibrations and shock</p> <p>GY 58 <input type="checkbox"/> Musical instruments and music</p> <p>GY 59 <input type="checkbox"/> Noise</p> <p>GY 60 <input type="checkbox"/> Speech communications</p> <p>GY 61 <input type="checkbox"/> Theory of waves and vibrations</p> <p>GY 62 <input type="checkbox"/> Ultrasonics</p> <p>GY 63 <input type="checkbox"/> Underwater sound</p> | <p>Y 35 <input type="checkbox"/> CHEMICAL PHYSICS</p> <p>Y 36 <input type="checkbox"/> Chemical kinetics, gas phase</p> <p>Y 37 <input type="checkbox"/> Chemical kinetics (condensed phase and heterogeneous, photochemistry)</p> <p>Y 38 <input type="checkbox"/> Disperse systems</p> <p>Y 39 <input type="checkbox"/> Electrochemistry</p> <p>Y 40 <input type="checkbox"/> Spectroscopy, electronic</p> <p>Y 41 <input type="checkbox"/> Spectroscopy, vibration-rotation</p> <p>Y 42 <input type="checkbox"/> Surface properties (including some catalysis)</p> <p>Y 43 <input type="checkbox"/> Theory</p> <p>Y 44 <input type="checkbox"/> Thermodynamic properties</p> <p>Y 45 <input type="checkbox"/> Transport properties</p> | <p>GY 65 <input type="checkbox"/> ELECTRONICS</p> <p>GY 66 <input type="checkbox"/> Electro-acoustic devices</p> <p>GY 67 <input type="checkbox"/> Electronic components</p> <p>GY 68 <input type="checkbox"/> Electron emission</p> <p>GY 69 <input type="checkbox"/> Electron optics</p> <p>GY 70 <input type="checkbox"/> Electron tubes</p> <p>GY 71 <input type="checkbox"/> Electronic circuits</p> <p>GY 72 <input type="checkbox"/> Electronics instrumentation</p> <p>GY 73 <input type="checkbox"/> Electro optical devices</p> <p>GY 74 <input type="checkbox"/> Electro optical systems</p> <p>GY 75 <input type="checkbox"/> Gas discharge devices</p> <p>GY 76 <input type="checkbox"/> Gaseous electronics</p> <p>GY 77 <input type="checkbox"/> Microwave technology</p> <p>GY 78 <input type="checkbox"/> Quantum electronics</p> <p>GY 79 <input type="checkbox"/> Semiconductor devices</p> <p>GY 80 <input type="checkbox"/> Solid state devices</p> <p>GY 94 <input type="checkbox"/> Integrated circuits</p> | <p>Y 20 <input type="checkbox"/> ATOMIC AND MOLECULAR PHYSICS</p> <p>Y 21 <input type="checkbox"/> Atomic, ionic, and molecular beams</p> <p>Y 22 <input type="checkbox"/> Atomic structure and spectra</p> <p>Y 23 <input type="checkbox"/> Chemical bonds and structure</p> <p>Y 24 <input type="checkbox"/> Electron paramagnetic resonance</p> <p>Y 25 <input type="checkbox"/> Impact and scattering phenomena</p> <p>Y 26 <input type="checkbox"/> Macromolecules</p> <p>Y 27 <input type="checkbox"/> Mass spectroscopy</p> <p>Y 28 <input type="checkbox"/> Molecular structure and spectra</p> <p>Y 29 <input type="checkbox"/> Nuclear magnetic resonance</p> <p>Y 30 <input type="checkbox"/> Quantum and valence theory</p> <p>Y 31 <input type="checkbox"/> Spectroscopy</p> | <p>Y 50 <input checked="" type="checkbox"/> ELECTROMAGNETISM</p> <p>Y 51 <input type="checkbox"/> Antenna theory</p> <p>Y 52 <input type="checkbox"/> Circuit theory</p> <p>Y 53 <input type="checkbox"/> Electrical measurements and instruments</p> <p>Y 54 <input checked="" type="checkbox"/> Electromagnetic theory</p> <p>Y 55 <input type="checkbox"/> Electromagnetic wave propagation</p> <p>Y 56 <input type="checkbox"/> Electron dynamics</p> <p>Y 57 <input type="checkbox"/> Electron microscopy, ion optics</p> <p>Y 58 <input type="checkbox"/> High frequency technology</p> <p>Y 59 <input checked="" type="checkbox"/> Microwaves</p> <p>Y 60 <input type="checkbox"/> X-ray technology</p> | <p>GY 81 <input type="checkbox"/> ELEMENTARY PARTICLES</p> <p>GY 82 <input type="checkbox"/> Cosmic Rays</p> <p>GY 83 <input type="checkbox"/> Dispersion relations</p> <p>GY 84 <input type="checkbox"/> Electromagnetic processes</p> <p>GY 85 <input type="checkbox"/> Field theory</p> <p>GY 86 <input type="checkbox"/> High energy accelerators</p> <p>GY 87 <input type="checkbox"/> High energy phenomena</p> <p>GY 88 <input type="checkbox"/> Ion physics</p> <p>GY 89 <input type="checkbox"/> Particle detectors</p> <p>GY 90 <input type="checkbox"/> Phenomenological computer analysis</p> <p>GY 91 <input type="checkbox"/> Strong interaction processes</p> <p>GY 92 <input type="checkbox"/> Symmetries and schemes</p> <p>GY 93 <input type="checkbox"/> Weak interaction processes</p> |
|--|---|--|---|--|--|

D00223

June 1980

Jeffrey D. Schmidt
Department of Physics
University of California
Irvine, California 92717

SUMMARY OF TRAINING AND EXPERIENCE

SCHOOLS ATTENDED AND DEGREES HELD

PhD	1980	University of California, Irvine	Physics
MA	1976	University of California, Irvine	Physics
MS	1974	California State University, Los Angeles	Physics
	1970	California Teaching Credential	Physics, Mathematics
BS	1968	University of California, Los Angeles	Physics, Mathematics

SUMMARY OF EXPERIENCE

1978-present	Research Assistantship, Physics	University of California Irvine
1980	Member, National Science Foundation grant proposal review panel	NSF Comprehensive Assistance to Undergraduate Science Education Program
1978-1979	Graduate Representative, Chancellor's Committee on University Policy	University of California Irvine
1975-1977	Teaching Assistantship, Physics	University of California Irvine
1974-1975	Lecturer in Physics	University of Maiduguri Maiduguri, Nigeria
1973-1974	Teaching Assistantship, Physics	California State University Los Angeles
1971-1972	Instructor in Mathematics and Physical Science	Escuela Americana San Salvador, El Salvador Central America
1970-1971	Project Teacher, AB938 Mathematics Demonstration Project	California State Curriculum Development and Demonstration Project Pasadena Unified School District

Personal

Date of Birth: [REDACTED]
Place of Birth: Los Angeles, California
Citizenship: U.S.
Marital Status: Single

D00224

PHYSICS TODAY

"jspp93"
PERFORMANCE PLAN 1993

January 31, 1994

PERIOD: February 1993-January 1994
Employee Name: Jeff Schmidt
Division: Physics Today **Manager:** Gloria Lubkin
Job Title: Associate Editor **Reporting to:** Ken McNaughton
 Level II

Major Responsibility 1: Edit articles

Weight: 85%

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
6. Perform these tasks in accordance with production schedule.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15%

Component tasks:

With regard to assigned feature articles, and in consultation with the editor-in-chief:

1. Get in touch with the author when the outline is due.
2. Seek advice from a referee on the outline
3. Give feedback to the author about the outline.
4. Call the author when the manuscript is due.
5. Evaluate the manuscript
6. Contact a referee

Major Responsibility 3: Support the editorial effort of PT

Weight: 5%

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Submit ideas for feature articles and news stories.
3. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
4. Read relevant periodicals and attend relevant meetings to keep abreast of developments in physics.

JEFF SCHMIDT

"js94a"

February 14, 1994

MANUSCRIPT REVIEWS -- FEB 93-JAN 94

AUTHOR	MS #	DATES		COMMENTS
		REC'D	RETURNED	
Slusher	6434			No records; pouch could not be located
Lagally	6453	4/5/93?	4/12/93	
Stone	6478			No records; pouch could not be located
Pake	6500	5/26/93	6/1/93	
Siegel	6576	6/1/93	6/7/93	
Fuller	6709			Re-assigned to RL; no record of dates assigned to JS.
Garmire	9102	2/7/94	2/7/94	

D00226

PHYSICS TODAY

"jspr94"
PERFORMANCE REVIEW 1994

February 15, 1994

PERIOD: February 1993-January 1994
Employee Name: Jeff Schmidt
Division: Physics Today Manager: Gloria Lubkin
Job Title: Senior Associate Editor
Reporting to: Ken McNaughton

Overall Rating: 3

Major Responsibility 1: Edit articles

Weight: 80% Rating: 3.5 Weight x Rating: 280

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
6. Perform these tasks in accordance with production schedule.

Comments: Jeff continues to do a thorough and professional job of editing feature articles. He edited 14 in this period (published Mar. 93 - Feb. 94), which included a disruptive relocation to College Park. Jeff is capable of editing 16 articles a year, which is an average of about 1.3 articles a month.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15% Rating: 3.0 Weight x Rating: 45

Component tasks:

With regard to assigned feature articles, and in consultation with the editor-in-chief:

1. Get in touch with the author when the outline is due.
2. Seek advice from a referee on the outline
3. Give feedback to the author about the outline.
4. Call the author when the manuscript is due.
5. Evaluate the manuscript
6. Contact a referee

Comments: Jeff took responsibility for the largest number of assigned articles handled by any of the PT staff, often around 13 at a time. In general he handled these in an efficient and productive manner. It would be helpful if he would get into the habit of bringing his list of assigned articles, or relevant pouches, when he is called to a meeting with the Editor and Managing Editor to discuss these responsibilities.

Major Responsibility 3: Support the editorial effort of PT

Weight: 5% Rating: 2.0 Weight x Rating: 10

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Submit ideas for feature articles and news stories.
3. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.

Comments:

Jeff reviewed about seven articles in the period between 2/17/93 and 7/8/93 and has made a big improvement on his turnaround time. Jeff does not submit many ideas for feature articles and news stories.

Appraiser's comments: Jeff was asked to improve his rate of editing articles in February 1993 over the succeeding 6-month period, to return reviews of articles faster and to continue taking responsibility for assigned articles. He fulfilled the requirements and was promoted to senior associate editor effective 8/1/93. Jeff elected to relocate to Maryland and has settled in to the new situation. This has been a period of major dislocation for the staff and Jeff has been an important factor in continuing operations at PT. While his production of work has continued to be satisfactory, Jeff has chosen to ignore AIP's requirement that all ACP staff be present between the hours of 9 a.m. and 4 p.m. He arrives typically between 9 a.m. and 10:50 a.m. (see note re 31 January 1994). His justification seems to be that it shouldn't matter, providing he does enough work. If Jeff wants to campaign for different hours, it would be preferable that he accept the existing rules and work to change them, rather than setting a rebellious example to others on the staff.

PHYSICS TODAY

"jspp94"
PERFORMANCE PLAN 1994

February 18, 1994

PERIOD: February 1994-January 1995
Employee Name: Jeff Schmidt
Division: Physics Today **Manager:** Gloria Lubkin
Job Title: Senior Associate **Reporting to:** Ken McNaughton
Editor

Major Responsibility 1: Edit articles

Weight: 80%

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
6. Perform these tasks in accordance with production schedule.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15%

Component tasks:

With regard to assigned feature articles, and in consultation with the editor-in-chief:

1. Get in touch with the author when the outline is due.
2. Seek advice from a referee on the outline
3. Give feedback to the author about the outline.
4. Call the author when the manuscript is due.
5. Evaluate the manuscript
6. Contact a referee

Major Responsibility 3: Support the editorial effort of PT

Weight: 5%

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Submit ideas for feature articles and news stories.
3. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
4. Read relevant periodicals and attend relevant meetings to keep abreast of developments in physics.

Feb. '94 counted in previous review and present review

Jeff wants March '94 - Feb '95 to be review period, as in the past.

His review date has always been March 1.

AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form B Personnel Committee Action Only

TO: PAYROLL

DATE : 01/11/95

EMPLOYEE: JEFFREY D SCHMIDT
EMP NO. : 1437
OLD PAYROLL ACCOUNT:DIVISION: PHYSICS TODAY
SSN: [REDACTED]
NEW PAYROLL ACCT:

Salary Change:

Title Change:

Transfer:

REMARKS:

SALARY CHANGE INFORMATION

Position Title	Grade	Current Range	Effective	Next Review
SR ASSOC EDITOR	E08	45800-60800-75800	03/01/95	03/01/96
Previous Salary	Amount of Increase	New Salary	Percent Increase	
\$56,400.00	2500	591400	4.39%	
QUARTILE:	OVERALL RATING:	3.0		
2				

[Signature]
Recommending Party

Authorized Approval

Personnel

TITLE CHANGE INFORMATION

From: SR ASSOC EDITOR To: Effective:

New Grade: New Range:
--

Division Head

Personnel

TRANSFER Division or Charges INFORMATION

From: PHYSICS TODAY To:

Effective Date:

Division Head

Division Head

Personnel

MISCELLANEOUS REMARKS:

*HRS1000 03/94

D00231

PHYSICS TODAY

"js2"

January 27, 1995

JOB DESCRIPTION

Initials: JS
Job title: Editor
Branch/Division: Physics Programs/*Physics Today*
Reports to: Editor

BRIEF DESCRIPTION OF JOB DUTIES:

Take responsibility for assigned articles, dealing with authors and reviewers; edit the articles

ESSENTIAL FUNCTIONS:

1. Edit feature articles in conjunction with authors; negotiate for artwork; monitor articles through production
2. Take responsibility for assigned articles; this includes reviewing the article, obtaining an outside review and conveying recommended revisions to the author
3. Review feature articles and letters to the editor
4. Provide editorial support through staff discussions, reading and traveling to keep abreast of the field and offering suggestions for articles and stories.

QUALIFICATIONS:

Graduate level training in physics or other physical science; several years' experience in editing or writing for a scientific or technical magazine

D00232

PERFORMANCE REVIEW 1995

PERIOD: February 1994-January 1995

Employee Name: Jeff Schmidt

Division: Physics Today Manager: Charles Harris

Job Title: Editor

Reporting to: The Editor of Physics Today

OVERALL RATING: 3.0

Major Responsibility 1: Edit articles

Weight: 80% Rating: 3.0 Score: 240

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
6. Perform these tasks in accordance with production schedule.

Comments: Jeff is very good at taking technical articles and making them readable. He does a thorough editing job and his articles don't usually need much extra work to get them into publishable form, either in the text or the illustrations.

Between February 1994 and January 1995, Jeff edited ten feature articles and two two-page introductory pieces. Because the March 1994 issue closed March 11 and the March 1995 issue closed February 10, Jeff was actually asked to work on 13 issues in this twelve month review period. If we consider the two introductory articles combined to be equivalent to one regular article, Jeff's productivity amounts to 0.85 articles per issue, or 0.9 articles per calendar month.

In Jeff's performance review of 2/94, it was noted that he edited 14 feature articles (published Mar. 93 - Feb. 94), and his production of work was considered "satisfactory under the circumstances." This period included a disruptive relocation to College Park. The review noted that "Jeff is capable of editing 16 articles a year, an average of about 1.3 articles a month. This should be his goal for the next twelve months."

Jeff did not meet this goal in 1994.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15% Rating: 3.5 Score: 52.5

Component tasks:

With regard to assigned feature articles, and in consultation with the editor-in-chief:

1. Get in touch with the author when the outline is due.
2. Seek advice from a referee on the outline
3. Give feedback to the author about the outline.
4. Call the author when the manuscript is due.
5. Evaluate the manuscript
6. Contact a referee

Comments: Jeff carries the heaviest load of assigned articles and is usually thorough, perceptive and reasonably prompt.

Major Responsibility 3: Support the editorial effort of PT

Weight: 5% Rating: 3 Score: 15

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Submit ideas for feature articles and news stories.
3. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
4. Read relevant periodicals and attend relevant meetings to keep abreast of developments in physics.

Comments: Jeff's reviews are usually insightful, intellectually critical and reasonably prompt. The computer log shows that Jeff reviewed nine feature articles and twenty six letters in this period. Jeff is not a big source of ideas for news stories and feature articles, but he often makes interesting comments in meetings that are well thought out and sometimes these turn out to be ideas that no one else has articulated.

Appraisers Comments:

Jeff is a very capable editor and does an excellent job of editing feature articles and a good job of handling the other duties described above. His productivity on his main function of editing feature articles is below capacity. With the magazine's call for more but shorter articles, Jeff must aim to edit a minimum of 16 articles published April 1995 to March 1996.

Employee's Comments:.....
.....
.....
.....
.....

SIGNATURES:

Employee:...*J. Schmitt*.....Date:..16 Feb 95.....

Appraiser:...*Steve Benka*.....Date:..2/16/95.....

Both the appraiser and the employee must sign and date the form. The employee's signature does not necessarily represent agreement with the review but that he/she has seen the form and participated in the performance appraisal.

H.R. Review:.....Date:.....

PERFORMANCE PLAN 1994

PERIOD: February 1994-January 1995
Employee Name: Jeff Schmidt
Division: Physics Today Manager: Gloria Lubkin
Job Title: Senior Associate Reporting to: Ken McNaughton
Editor

Major Responsibility 1: Edit articles

Weight: 80%

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
6. Perform these tasks in accordance with production schedule.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15%

Component tasks:

With regard to assigned feature articles, and in consultation with the editor-in-chief:

1. Get in touch with the author when the outline is due.
2. Seek advice from a referee on the outline
3. Give feedback to the author about the outline.
4. Call the author when the manuscript is due.
5. Evaluate the manuscript
6. Contact a referee

Major Responsibility 3: Support the editorial effort of PT

Weight: 5%

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Submit ideas for feature articles and news stories.
3. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
4. Read relevant periodicals and attend relevant meetings to keep abreast of developments in physics.

January 27, 1995

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Initials: JS
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QUALIFICATIONS:

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AMERICAN INSTITUTE OF PHYSICS

Payroll Authorization Form B Personnel Committee Action Only

TO: PAYROLL

DATE : 01/11/95

EMPLOYEE: JEFFREY D SCHMIDT
EMP NO. : 1437
OLD PAYROLL ACCOUNT:

DIVISION: PHYSICS TODAY
SSN: [REDACTED]

Salary Change:

Title Change:

Transfer:

REMARKS:

SALARY CHANGE INFORMATION

Position	Title	Grade	Current Range	Effective	Next Review
SR ASSOC	EDITOR	E08	45800-60800-75800	03/01/95	03/01/96

Previous Salary \$56,400.00	Amount of Increase 2500	New Salary 591400	Percent Increase 4.39%
QUARTILE:	OVERALL RATING:	3.0	

2

Recommending Party

Authorized Approval

Personnel

TITLE CHANGE INFORMATION

From: SR ASSOC EDITOR To: Effective:

New Grade: _____ New Range: _____

Division Head

Personnel

TRANSFER Division or Charges INFORMATION

From: PHYSICS TODAY To:

Effective Date:

Division Head

Division Head

PERSONNEL

MISCELLANEOUS REMARKS:

*HRS1000 03/94

D00238

15 February 1995

PERFORMANCE REVIEW 1995

PERIOD: February 1994-January 1995

Employee Name: Jeff Schmidt

Division: Physics Today Manager: Charles Harris

Job Title: Editor

Reporting to: The Editor of Physics Today

OVERALL RATING: 3.0

Major Responsibility 1: Edit articles

Weight: 80% Rating: 3.0 Score: 240

Component tasks:

1. Communicate with authors in person and by telephone, letter, fax, telephone and e-mail to revise and clarify articles, including satisfying referees' comments, and also to obtain approval of authors about editing changes.
2. Edit articles for content, clarity, organization, length, readability, house style, grammar, spelling and impact.
3. Negotiate with author for tables, charts, graphs, diagrams, photographs, including possible cover art. Select art, write and edit captions.
4. Revise article in conjunction with copy editor, editor and author's corrections.
5. Proofread galleys, help prepare page layouts, check bluelines.
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1. Get in touch with the author when the outline is due.
2. Seek advice from a referee on the outline
3. Give feedback to the author about the outline.
4. Call the author when the manuscript is due.
5. Evaluate the manuscript
6. Contact a referee

Comments: Jeff carries the heaviest load of assigned articles and is usually thorough, perceptive and reasonably prompt.

Major Responsibility 3: Support the editorial effort of PT

Weight: 5% Rating: 3 Score: 15

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Submit ideas for feature articles and news stories.
3. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
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Employee's Comments:.....
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.....

SIGNATURES:

Employee:...*J. Schmidt*.....Date:..*16 Feb 95*.....
Appraiser:...*Steve Benka*.....Date:..*2/16/95*.....

Both the appraiser and the employee must sign and date the form. The employee's signature does not necessarily represent agreement with the review but that he/she has seen the form and participated in the performance appraisal.

H.R. Review:.....Date:.....



INTER-OFFICE MEMORANDUM
— Center for History of Physics —

TO: S. Benka
FROM: S. Weart 
SUBJECT: Groves Paper

6/14/95

Steve,

Much though I appreciate Stan Goldberg in general, I don't find this paper suitable for publication in *PT* in its present form. It's well written and takes on an interesting topic, but there just isn't enough meat, aside from what is already widely known.

At least 90% of what is said here can already be found in the well-known books on the Manhattan Project. The only thing more or less new is the summary evaluation of Groves's style of management. But this paper does not describe it with much in the way of examples or otherwise document it (I'm sure Goldberg has it right, but that's not the point). Anyway, however interesting Groves's style may be, that is not really history of physics.

Secondly, the paper ends abruptly and incompletely--it looks like a chapter torn out of his forthcoming Groves biography. What was promised as the topic of the paper, viz. an evaluation of what compartmentalization did to retard the Manhattan Project (and to preserve secrecy), is never made, aside from suggestions tossed off in passing. Actually it may not be possible to make such an evaluation in a sound way.

If, against my advice, you decide to publish, note that the style is generally fine aside from some carelessness with commas etc. in need of simple copy-editing. I believe the text is accurate but note that (1) on p. 5 the statement about "emergency funds the congress had provided" needs to be modified to avoid a possible misapprehension that Congress had provided funds explicitly for nuclear work, and (2) the quote on p. 7 should be introduced in a way to make clear that this is Groves's own self-serving recollection and not necessarily close to what his superiors actually said.

D00242

AP/WIDEWORLD PHOTOS



VAN NEVAR BUSH ON TELEVISION

D00243

His profession's strongest voice
in 20th century U.S. politics, he
urged his fellows to follow suit and
apply their engineering mind set
to the crucial questions of the day

ON THE DEATH OF VANNEVAR BUSH in 1974, a science adviser of the former President Kennedy declared: "No man has had greater influence in the growth of science and technology than Vannevar Bush, and the 20th century may yet not produce his equal." Jerome Wiesner was thinking mainly of the great man's political legacy. But Bush also left a rich legacy for electrical engineering.

Vannevar Bush remains today a towering beacon for his profession. Through words and deeds, he lived out the possibilities unique to electrical engineers—social, political, and economic. He saw his fellows' activity, not as sterile and detached from society, but rather as the rich soil from which great leaders and great managers would invariably spring. His own life demonstrated that an engineer, despite reluctance to engage in partisan politics, could confront the great issues of the times without retreating from the frontiers of knowledge and rationality.

"I believe the professional engineer is blessed," Bush said in 1966 in the course of an address to the National Academy of Engineers. "Even in humble station he can, if he will, derive true satisfaction from his professional life...he can be proud to be an engineer."

As a cofounder of Raytheon Co., today located in Lexington, Mass., as adviser to President Franklin Roosevelt on military technology, and as organizer of the Manhattan Project and scores of lesser-known crash efforts aimed at hastening an Allied victory in World War II, Vannevar Bush was this century's premier U.S. spokesman for engineering.

Almost as a sideline, he invented heart valves, high-speed microfilm readers, hydrofoil boats, and many odd gadgets, but commercial success never blessed his inventions. In the 1930s, he found more honor than profit in being designer of the world's most powerful computers. Still, his reputation in that field was what won him his entrée to government service, where his personal triumphs were to come. Bush conceived of the National Science Foundation, influenced the course of military technology (including the nuclear arms race), and inspired generations of computer designers with a 1945 article envisioning a desktop device, called a "memex," that would store and retrieve a lifetime's worth of facts, memories, and associations of ideas.

Even after leaving his official posts, he remained one of a few "wise men" who never received government pay but were often called upon for advice. When the Soviets were suspected in 1949 of having exploded their first atomic weapon, an alarmed President Truman asked Bush to head a panel to determine if indeed the Russians had mastered the bomb (they had, Bush reported correctly). Nearly a decade later, when the Soviets launched Sputnik, Congress called on Bush to reassure a shaken nation.

The engineer's public role

In combining a passion for engineering with one for political influence, this eminent figure did not see himself as inimitable. Time and again he called on his fellow professionals to thrust themselves into the national debate

G. PASCAL ZACHARY
Contributing Editor

AT&T engineers. On the other hand, he was convinced that engineers are a natural source of managers and that both private and public organizations profit from having them at the top.

While a professor at the Massachusetts

height spent US \$3 million a week on 6000 researchers spread across more than 300 industrial and university laboratories. Wrote *The New York Times* in a 1944 feature article: "They are devising mechanical ears and eyes to hear and see what neither the

individual [and] taken more seriously." Bush's R&D office was built on engineers, but given the military's condescending attitudes toward them, he sometimes acted as if he hired only scientists. "I remember one rather distinguished engineer," Bush recalled, "who proceeded to protest" when labeled a scientist. It was no small matter, Bush noted, for this proud engineer "to accept the strange situation as a means to an end."

He himself bristled at the slight handed to those in his profession, and he made it plain that engineers should unapologetically pursue broad careers—and not just within research organizations or their technical specialties either. "He had the confidence that he could confront and comprehend any [management] problem," Stacey French, a postwar colleague, told *IEEE Spectrum*.

Bush's own confidence was rooted in the very soil of engineering practice. In his memoir, *Pieces of the Action* (William Morrow, 1970), he wrote: "An engineer has to know a lot about people, the ways they organize and work together, or against one another, the ways in which business makes a profit or fails to, especially about how new things become conceived, analyzed, developed, manufactured, put into use."

Bush's zeal for management survived his years in government. From 1957 to 1962 he was chairman of the board of Merck & Co., the big pharmaceutical company, where he espoused a management philosophy that reflected his engineering habits of mind. "The world is full of little details," he said in an early 1960 speech on "The Art of Management." "The great decisions will never be made wisely unless the little details are in order."

◀ In the view of Vannevar Bush [left] in July 1941, private industry should sponsor commercial innovations while the Federal government's role should be confined to basic research and those technologies essential to national defense. "Big Science" drew his fire because he felt it was shaped by political considerations. ▲ In December 1950, Bush, with pipe, and James B. Conant, president of Harvard University [above left] said at a news conference in Washington, D.C., that it would take more than the atomic bomb to deter Soviet aggression. They called for a 3 500 000-man U.S. army and two years of universal military service for all 18-year-olds.

Institute of Technology (MIT) in Cambridge in the 1920s, he vigorously pursued outside consulting jobs. He founded a string of firms, the most successful being Raytheon. As time went on, he accepted greater and greater management challenges, growing adept at running large organizations. "Get good people about [you]" was his motto, and shrewd delegation of responsibility was the means to a desired end.

The formula worked. At the height of World War II, Bush had a direct line to the President, and he used it skillfully. He had almost unlimited funds and almost no serious Congressional oversight. His deputies included some of the top technical managers in the world (people such as James Conant, Harvard's president). He benefited, too, from the crisis mentality, brought on by the war, that rewarded risk-takers and those willing to cut through red tape.

Officially, Bush ran the Office of Scientific Research and Development, a far-flung Federal organization that at its

human ear nor eye can detect. New types of projectiles are being planned and so, too, are bigger and better bombs and guns. And while some of these men plot these instruments of death, others equally intent are bending over microscopes and test tubes seeking blood substitutes, growing penicillin and working to develop new methods for saving life."

By the standards of the time, the Office of Scientific Research and Development was a big success. Frank Jewett, chief of Bell Laboratories, called it "the greatest industrial research organization the world has ever known." (The photo on pp. 64–5 shows Bush in his laboratory there.)

Despite such praise, Bush had to battle to win for the members of his profession the respect of his office's military clients. The brass, he later wrote, considered the engineer to be vaguely disreputable, like some representative of a commercial company on the lookout for business, and treated members of the profession accordingly. The scientist, on the other hand, "was regarded as a more disinterested in-

The engineer as educator

Bush was always a teacher, popular both with students and with the younger engineers in his employ. As a mentor, he set practical know-how above theory and extolled the value of a good balance between specialization and general knowledge.

In the classroom he was informal and frank at a time when many professors seemed stuffy and ancient. He was never afraid to leaven a sober lecture with a dollop of levity. In one of his favorite routines, he used a pipe-wrench to highlight the value of precise English, a point often overlooked in engineering classes. He began by holding the tool up and asking his students to describe it. One after another, they did so. He tore into each attempt, finding the vague spots. He ended the class by writing a precise description of the wrench, suitable for a patent application.

More advanced students, too, found Bush's rigor and persistence appealing. After only a few years at MIT, he was prized as a mentor by promising graduate students, most of them no more than 10 years his junior. As Harold Hazen, later an electrical engineering professor at MIT and chair of the department from 1938 to 1942, recalled:

"There was no routine drilling on standard well-known text-material with him. That one would master such elementary understanding in the quiet of one's own study was so much taken for granted that it wasn't even mentioned. Constitutionally, Bush was always itching to tackle the job of understanding those facets of a subject going just beyond the point where understanding was firm. It was the process of coping with the unknown in the attempt to achieve real understanding that excited him and, with him, all his students."

While Bush valued good teaching, he believed the best education came outside the classroom. He repeatedly complained about outdated university curricula, and favored year-round university courses so that students might start practicing their profession sooner. He preached the utility of close ties between universities and corporations, and imprinted this view on both students and colleagues.

Frederick Terman was one convert. After finishing his dissertation under Bush, he joined the faculty of Stanford University, California, so fired with commercial enthusiasm that he soon sowed the seed for what grew in time into Silicon Valley.

Engineering as 'master' profession

Bush repeatedly insisted that engineers of all varieties have a special destiny in the modern world, a role that surpasses in both importance and self-fulfillment the other leading professions of the 20th century.

In a speech to the National Academy of Engineering in 1966, he passionately argued that "the professional life of the engineer carries with it so much deep satisfaction," of a sort absent from careers in law, medicine, and science.

Law is narrow, dealing "almost wholly with men and their relationships," and is removed from the "exponential advance of science and technology which is the central feature of modern civilization for good or ill, and without the grasp of which a man does not quite live a full life."

He conceded that nothing quite matches the experience of the physician who can "look into the eyes of a beautiful child who has been saved from a life of pain or disfigurement, or crippling injury." But medicine, too, lacks breadth and, at times, larger significance.

His most stirring thoughts were saved for careers in science. "We are often confused with the scientists," he told his fellow engineers. "In fact we are becoming used to reading in the press of a great scientific achievement, such as orbital flight," only to conclude that it is a "really magnificent job of engineering accomplishment."

The scientist, of course, has his special achievements, but Bush noted that he "deals primarily with things, fascinating things it is true, but after all only things." The engineer, by contrast, "deals with both things and men; he covers the full gamut of experience; it is his task to interrelate men and their ways with things and their possibilities and limitations, to produce useful results. His satisfactions are concrete; he can witness the truck leaving the loading ramp with new products he has created, or the communication link which unites continents, or the new alloy that functions well in intense heat, or the bridge that spans a river or a chasm, or the edifice that houses a thousand of his fellows. He has the satisfaction of seeing the product of his labors work."

The unique role of his fellow professionals was a recurrent theme with Bush. He viewed them as polymaths whose contributions were crucial to progress. The engineer, he said during World War II, is "not primarily a physicist, or a business man, or an inventor, but [someone] who would acquire some of the skills and knowledge of each of these and be capable of successfully developing and applying new devices on the grand scale..."

Here, in other words, was a new category of man, the offspring of a revolutionary union of business and science. Goal-directed research, nurtured by entrepreneurial capitalists, promised to unlock vast energies for the good of humanity, and the engineer personified this progressive force. Bush agreed with certain sentiments expressed by the historian Edwin Layton Jr., who in his 1971 study of the profession's social role wrote: "The engineer is both a scientist and a businessman. Engineering is a scientific profession, yet the test of the engineer's work lies not in the laboratory but in the marketplace. The claims of science and business have pulled the engineer, at times, in opposing directions." [See To Probe Further.]

Even as his profession struggled to forge a middle path between business and science, Bush lamented the failure of his chosen field to win the credit it deserved. Though "very important in our lives," he wrote in 1969, "it is often misunderstood."

The public could be forgiven for misunderstanding the role of engineering in society and culture, however. In Bush's own life, which spanned 1890–1974, he

witnessed a constant outpouring of innovation. In his youth, automobiles and radio rose to maturity, while in his middle years he watched warily as weapons of mass destruction flowered amid great advances in flight, electronics, and communications. It seemed as if technology respected no bounds and that engineers could create whatever they wished.

Bush knew better. He knew the degree to which engineers—and in fact all mortals—toiled in relative ignorance.

One had only to view nature, he suggested, to realize the poverty of humanity's own creations. "I have always envied the duck," he wrote on this very point in a 1933 essay for the U.S. Institute of Textile Research. "He can dive under water and come up dry. Yet his coat is pervious to air as it should be for his good health, and it fits beautifully. The duck looks comfortable in his waterproof garments on a hot day. [By contrast,] the only raincoat I ever bought was hot, or it wasn't waterproof, and it leaked at the neck when the rain drove horizontally." ♦

To probe further

Bush's legendary statement on the postwar role of research in society and its proper relation to government still casts a giant shadow today. It appears in *Science—The Endless Frontier*, first published in 1945 and reissued in 1990 by the National Science Foundation in a commemorative edition complete with an insightful introduction by historian Daniel J. Kevles.

Though *The Politics of Pure Science* by Daniel S. Greenberg (New American Library, 1967) is dated, the third through seventh chapters remain the most incisive and readable overview of how scientists and engineers went from "orphans" in the Depression to the government's darlings in the early Cold War.

In "Vannevar Bush and the Differential Analyzer: The Text and Context of an Early Computer," *Technology & Culture*, January 1986, Larry Owens describes how Bush owed his rise to prominence to his prowess at designing mechanical computers, which were the culmination of his analog thinking.

"Science, War and Vannevar Bush," by Henry F. Pringle, is the best character sketch of Bush in his prime by a popular historian of the era. It appeared in the April 1946 issue of *Esquire*.

"Vannevar Bush Backs the Bomb," by G. Pascal Zachary, *Bulletin of Atomic Scientists*, December 1992, describes Bush's role in the organization of the Manhattan Project as a classic illustration of his political skills and engineering savvy.

The Revolt of the Engineers by Edwin Layton Jr. was published in 1971 by the Press of Case Western University.

University of Illinois
at Urbana-Champaign

Department of Physics

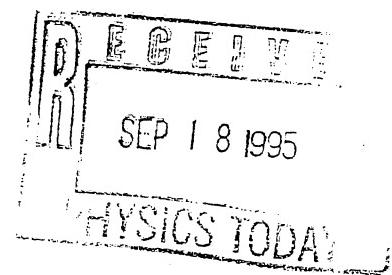
Loomis Laboratory of Physics
1110 W. Green Street
Urbana, Illinois 61801

James P. Wolfe

Telephone: (217) 333-2374
Telefax: (217) 244-2278
E-Mail: j-wolfe@uiuc.edu

*Elliott, FYI
Jeff*

September 8, 1995



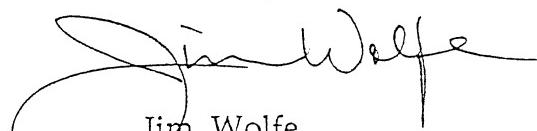
Stephen Benka, Editor
Physics Today
One Physics Ellipse
College Park MD 20740-3843

Dear Steve,

Many thanks to you and your staff for the excellent job you did with my article in the September 1995 issue of Physics Today. The graphics reproduced beautifully, and, of course, the cover is stunning. My interactions with Jeff Schmidt were very pleasant and constructive. The article benefitted greatly from your reviewers' suggestions; it is much better than the one I originally sent you.

The alliteration on the cover, "Seeing Sound in Solids," adds a nice touch. Thanks for inventing it. I will look forward to working with you again in the future.

Sincerely,


Jim Wolfe
Professor of Physics

A 4
M 1

10/21
P.S.
7
10/21

D00249

22 Sept. 85

STEVE -

I DID A LITTLE BIT OF EDITING ON
GRUNER BUT THEN STOPPED TO WORK ON
HELFAND AND HENDRICKSON. I'LL GET
BACK TO IT WHEN ALL THAT IS OVER.

PLATZMAN IS BEING REVISED BY THE
AUTHORS.

BOLICE I WILL EDIT AFTER GRUNER.

-JEFF

D00250

25 Sept, 95

Steve -

As we discussed recently, I am planning to take a 6-week (30 vacation day) vacation before the end of the year. I project that by the end of the year I will have 65.34 vacation days and personal days accumulated. We are allowed to carry 30 days into 1996, which means that I should use 35.34 days for my vacation, or over 7 weeks. But I really only want to use 30 days, so could you please arrange for me to carry up to 35.34 vacation days into 1996? If this is not possible, I would be willing to take a longer vacation, but I'd rather not.

Neff

D00251

5 October 1995

Steve —

I didn't hear back from you about my 25 September 1995 note concerning vacation time. I need to plan my vacation now, so I will assume that I will be able to carry up to 35.24 vacation days into 1996, as discussed in the note. If this much carry-over turns out not to be possible, then I will lengthen my vacation accordingly. So my plan now is to use 30 vacation and personal days beginning 3 November 1995.

Jeff

D 00251A

<<<<< DO NOT PAY - FOR REFERENCE ONLY >>>>>>>>

PINET - ACCOUNT INVOICE

INVOICE DATE: 11/01/95

INVOICE NO.: PN002013

TO: AIP

ONE PHYSICS ELLIPSE
COLLEGE PARK, MD 20740-3843

ATTN: PHYSICS TODAY OFFICE

AIP Account: 10056

Purchase Order:

Credit Limit: \$0.00

Expire date:

(CHARGES)

Statement Period: 10/01/95 to 10/31/95

USER	AMOUNT
BARBARA LEVI	175.57
ELLIOT PLOTKIN	1.65
WARREN KORNBERG	42.30
JUDY BARKER	1.20
JESSE HOCHSTADT	54.98
CAROL LUCAS	7.16
JEFF SCHMIDT	10.09
DENIS CIOFFI	176.82
JEAN KUMAGAI	32.13
GRAHAM P COLLINS	182.26
BERT SCHWARZSCHILD	7.48
STEVE BENKA	2.93
	14.94

TOTAL CHARGES FOR THIS PERIOD: \$709.51

TOTAL AMOUNT DUE: \$709.51 <===== PLEASE PAY THIS AMOUNT

** SUMMARY: NET 31 DAYS **

PREVIOUS AMOUNT REMAINING ON PO:	\$0.00
CURRENT AMOUNT USED THIS STATEMENT PERIOD:	\$709.51
AMOUNT AVAILABLE ON CURRENT PO:	\$0.00

PLEASE MAKE CHECKS PAYABLE TO "PINET" AND REFERENCE INVOICE NO. ON CHECK

Send Remittance to: American Institute of Physics
500 Sunnyside Blvd., Woodbury, N.Y. 11797
ATTN: CIRCULATION & FULFILLMENT DIVISION
Tel.: 516-576-2288

STEVE
DOES JEPF NEED TO SPEND \$176
A MONTH ON NET TO EDIT PAPER
ARTICLES?
Km. 11/17/95
D00252

2 Nov. 95

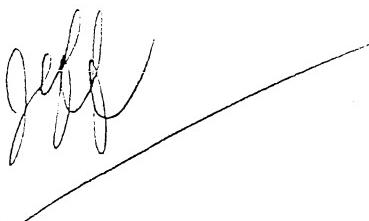
Monica —

I'll be out for 30 working days beginning 3 November 1995. To do this I will use 28 vacation days followed by 2 personal days. So I will be out 3 Nov 95 through 18 Dec 95 and plan to return to the office on Tuesday 19 December 1995.

I'll be glad to receive telephone calls any afternoon or evening -- specifically, 12:00 noon - 11:00pm in my time zone. I'll take work-related calls during this eleven-hour period without charging a half-day OWP. If anyone asks for my phone number, please tell them these times.

3 Nov. 95 - 18 Nov. 95 } 12:00 noon - 11:00 pm EST 202-537-3645
11 Dec. 95 - 18 Dec. 95 }

19 Nov. 95 - 10 Dec. 95 3:00 pm - 2:00 am EST 310-641-3567



D00253

<<<<<< DO NOT PAY - FOR REFERENCE ONLY >>>>>>>>>

PINET - ACCOUNT INVOICE

INVOICE DATE: 12/01/95

INVOICE NO.: PN002069

TO: AIP

ONE PHYSICS ELLIPSE
COLLEGE PARK, MD 20740-3843

ATTN: PHYSICS TODAY OFFICE

AIP Account: 10056

Purchase Order:

Credit Limit: \$0.00

Expire date:

(CHARGES)

Statement Period: 11/01/95 to 11/30/95

USER	AMOUNT
BARBARA LEVI	120.74
MADHUSREE MUKERJEE	2.10
DENIS CIOFFI	60.09
RAY LABDURY	2.34
STEVE BENKA	14.51
WARREN KORNBERG	99.46
JEAN KUMAGAI	186.47
GRAHAM COLLINS	66.51
ELLIOT PLOTKIN	10.76
JUDY BARKER	39.20
JESSE HOCHSTADT	10.69
CAROL LUCAS	17.35
JEFF SCHMIDT	297.21

TOTAL CHARGES FOR THIS PERIOD: \$927.43

TOTAL AMOUNT DUE: \$927.43 <===== PLEASE PAY THIS AMOUNT

** SUMMARY: NET 31 DAYS **

PREVIOUS AMOUNT REMAINING ON PO:	\$.00
CURRENT AMOUNT USED THIS STATEMENT PERIOD:	\$ 927.43
AMOUNT AVAILABLE ON CURRENT PO:	\$.00

PLEASE MAKE CHECKS PAYABLE TO "PINET" AND REFERENCE INVOICE NO. ON CHECK

Send Remittance to: American Institute of Physics
500 Sunnyside Blvd., Woodbury, N.Y. 11797
ATTN: CIRCULATION & FULFILLMENT DIVISION
Tel.: 516-576-2288

D00254

http://inquirus.nj.nec.com/perl/p?q=%2B%22Jeff%20Schmidt%22%20%2Bphysics&f=/p/tmp/www-262662-63309/35052&k=14&sr=E:7&p=http://rchs4.chemie.uni-regensburg.de/pub/Mailist/YSN/95_12_08_04_16_45.4&pc=0&r=0&d=660158&e=E#0-0

The Moderated Young Scientists' Network Digest
7 December 1995 Number 217

A news digest for discussion of issues involving the employment of scientists, especially those just beginning their careers.

Subject ##3: Arrogance in Physics

From: jds@aip.org (jeff_schmidt)

I often hear people say that some physicists are arrogant. I'd like to know if anyone on the YSN list encountered any arrogant views or attitudes in graduate school. I know that when I was in grad school I heard some strong views about the importance of physics relative to other human activity, the worth of people who are in the field relative to those who aren't, and so on. If you ran into any views or attitudes like these, I'd appreciate a description of them, as well as stories or anecdotes on this topic.

I'm an editor at Physics Today magazine, but I don't plan to publish any of this. It's for my own enlightenment; I'm interested in education and in the values that get transmitted.

=====

From: Anonymous

In response to Jeff Schmidt. Jeff asked about the values that get transmitted in graduate school from physics professors to their students. I am afraid to say that I have almost nothing positive to say about my experiences with professors, other than the important fact that I have learned to teach myself and be self-sufficient for my research progress and ideas. Most academic physicists (and a few industry

physicists I have met) are incredibly arrogant, and are not likely to give a young person in the field the time of day. As such, I have found it very hard to locate mentors and colleagues willing to discuss exciting problems and the physics.

The arrogance extends far beyond just students, to the public and even to their own junior colleagues. Why does this happen? Not sure, but it is sociopathic in most places. It is really hard to take, and one has to constantly reinforce the fact that the arrogance problem and its consequences should not be taken personally. Since I am in a position to affect students I have every intention to change the way things are done. Arrogance breeds arrogance in many cases, so the new generation will always have a fair share, but I plan not to be one of them. It is hard.

<<<<< DO NOT PAY - FOR REFERENCE ONLY >>>>>>>>>

JAN - 5

PINET - ACCOUNT INVOICE

INVOICE DATE: 01/02/96

INVOICE NO.: PN002126

TO: AIP

ONE PHYSICS ELLIPSE
COLLEGE PARK, MD 20740-3843

ATTN: PHYSICS TODAY OFFICE

AIP Account: 10056

Purchase Order:

Credit Limit: \$0.00

Expire date:

(CHARGES)

Statement Period: 12/01/95 to 12/31/95

USER	AMOUNT
GRAHAM COLLINS	ONLINE CHARGES 29.52
BARBARA LEVI	ONLINE CHARGES 115.05
JEAN KUMAGAI	ONLINE CHARGES 255.61
DENIS CIOFFI	ONLINE CHARGES 29.45
ELLIOT PLOTKIN	ONLINE CHARGES .04
STEVE BENKA	ONLINE CHARGES 39.71
WARREN KORNBERG	ONLINE CHARGES 53.64
JUDY BARKER	ONLINE CHARGES 1.75
JESSE HOCHSTADT	ONLINE CHARGES 6.37
CAROL LUCAS	ONLINE CHARGES 6.41
JEFF SCHMIDT	ONLINE CHARGES 154.14

TOTAL CHARGES FOR THIS PERIOD: \$691.69

TOTAL AMOUNT DUE: \$691.69 <===== PLEASE PAY THIS AMOUNT

** SUMMARY: NET 31 DAYS **

PREVIOUS AMOUNT REMAINING ON PO: \$0.00

CURRENT AMOUNT USED THIS STATEMENT PERIOD: \$691.69

AMOUNT AVAILABLE ON CURRENT PO: \$0.00

PLEASE MAKE CHECKS PAYABLE TO "PINET" AND REFERENCE INVOICE NO. ON CHECK

Send Remittance to: American Institute of Physics
500 Sunnyside Blvd., Woodbury, N.Y. 11797
ATTN: CIRCULATION & FULFILLMENT DIVISION
Tel.: 516-576-2288

D00256

PHYSICS TODAY

Proposed

February 12, 1996

PERFORMANCE REVIEW 1996

PERIOD: February 1993-January 1994

Employee Name: Jeff Schmidt

Division: Physics Today Manager: Steve Benka

Job Title: Senior Associate Editor

Reporting to: Steve Benka

Overall Rating: 3

Major Responsibility 1: Edit articles

Weight: 80% Rating: 3.5 Rating: 280

Component tasks:

1. Edit articles for content (including art), clarity, organization, length, readability, house style, grammar, spelling and impact. Do this in conjunction with authors and the editor, and so as to meet editorial deadlines.
2. See articles through production. This includes obtaining or performing revisions, proofreading, preparing layouts and checking bluelines, all so as to meet editorial deadlines.

Comments: Jeff does a thorough and professional job of editing feature articles. He edited 16 in this period (published Mar. 94 - Feb. 95), including one that was very difficult (Platzman) and four assigned to him for quick production (Spano, Goldberg, Martin, and Gruner). His articles are generally ready on time and often they are early. The editor appreciates this.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15% Rating: 2.5 Rating: 37.5

Component tasks:

In consultation with the editor:

1. Contact authors to obtain outlines and manuscripts.
2. Contact referees for advice on outlines and manuscripts.
3. Evaluate outlines and manuscripts, in conjunction with the editor and referee. Give feedback to the author, to develop an appropriate article.

Comments: Jeff did not do too well with the early stages of assigned articles. He has expressed a preference for articles that are ready to edit, and the editor has tried to provide them. Even so, Jeff needs to get involved much earlier when he is asked to. Articles-in-the-making often languish in his office, until he is explicitly asked to move them forward. Jeff needs to take more responsibility in this area.

Major Responsibility 3: Support the editorial effort of PT

Weight: 5% Rating: 3.0 Rating: 15

Component tasks:

1. Read submitted manuscripts at request of the editor and submit a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Submit ideas for feature articles and news stories.
3. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.

Comments:

Jeff's reviews are often insightful and useful, and are often, but not always, prompt. He is still not a great source of ideas for articles and news stories, but his comments in meetings often provide a useful counterpoint to discussions.

Appraiser's comments: Jeff was asked to improve his rate of editing articles to 16 in 1995, and he did. He continues to be an excellent editor. His comments and views on editorial ideas and policies, while sometimes contrarian, are generally insightful.

Jeff needs to become involved earlier in the process of acquiring articles and their first revisions.

OVERALL RATING: 3.0

OVERALL SCORE: 332.5

Employee's Comments:.....
.....
.....
.....
.....
.....

SIGNATURES:

Employee:..... Date:.....

Appraiser:..... Date:.....

Both the appraiser and the employee must sign and date the form. The employee's signature does not necessarily represent agreement with the review but that he/she has seen the form and participated in the performance appraisal.

H.R. Review:..... Date:.....

PHYSICS TODAY

February 12, 1996

PERFORMANCE REVIEW 1996

PERIOD: February 1993-January 1994
Employee Name: Jeff Schmidt
Division: Physics Today Manager: Steve Benka
Job Title: Senior Associate Editor
Reporting to: Steve Benka

Overall Rating: 3

Major Responsibility 1: Edit articles

Weight: 80% Rating: 3.5 Rating: 280 320
45
15
380

Component tasks:

1. Edit articles for content (including art), clarity, organization, length, readability, house style, grammar, spelling and impact. Do this in conjunction with authors and the editor, and so as to meet editorial deadlines.
2. See articles through production. This includes obtaining or performing revisions, proofreading, preparing layouts and checking bluelines, all so as to meet editorial deadlines.

Comments: Jeff does a thorough and professional job of editing feature articles. He edited 16 in this period (published Mar. 94 - Feb. 95), including one that was very difficult (Platzman) and four assigned to him for quick production (Spano, Goldberg, Martin, and Gruner). His articles are generally ready on time and often they are early. The editor appreciates this.

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(expected to be)

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OVERALL RATING:

*4.0
3.0*

OVERALL SCORE: *332.5*

Employee's Comments:.....
.....
.....
.....
.....
.....
.....

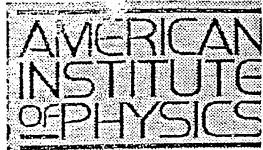
SIGNATURES:

Employee:..... Date:.....

Appraiser:..... Date:.....

Both the appraiser and the employee must sign and date the form. The employee's signature does not necessarily represent agreement with the review but that he/she has seen the form and participated in the performance appraisal.

H.R. Review:..... Date:.....



A I P INTER-OFFICE MEMORANDUM

TO: Steve Benka - Physics Today
FROM: Human Resources
SUBJECT: Personnel Committee Meeting
DATE: March 4, 1996

NAME	DIVISION	TITLE		SALARY		NEXT REVIEW
		CURRENT	NEW	CURRENT	NEW	
Jeffrey Schmidt	Physics Today	Sr Assoc Editor		\$59,400	Deferred	3/1/96
Irwin Goodwin	Physics Today	Senior Editor		\$77,000	\$78,600	3/1/97

March 15, 1996 is the deadline for reviews at the next Personnel Committee Meeting.

cc: J. Rigden

D00261

Manuscript N	Author ID (Last Nam)	Type	Date Assigned	Published D	Expr1005	Reviewer1
6789	Lankford	A		1/1/96		JS
5295	Adomian	A	7/26/85		7/26/85	JS
3056	Needell	A	3/3/89		3/3/89	JS
4900	Gabriel	A	10/15/90		10/15/90	JS
5603	Weiss	A	6/7/91		6/7/91	JS
5703	Diehl	A	9/5/91		9/5/91	JS
9112	Donnelly	A	11/14/91		11/14/91	JS
5995	Socolow	A	4/9/92		4/9/92	JS
6757	Gingerich	A	10/18/93	12/1/94	10/18/93	JS
9249	Ahrens	A	4/1/94	8/1/94	4/1/94	JS
9248	Sharma	A	4/11/94		4/11/94	JS
9251	Seitz	A	4/18/94	1/1/95	4/18/94	JS
9250	Ehrenreich	A	4/18/94	1/1/95	4/18/94	JS
9283	Riordan	A	5/3/94		5/3/94	JS
9282	Pais	A	5/4/94	8/1/94	5/4/94	JS
9339	Platzman	A	6/10/94	2/1/96	6/10/94	JS
9458	Bankoff	A	9/19/94		9/19/94	JS
9611	Mulligan	A	1/30/95		1/30/95	JS
9527	Waag	A	2/23/95		2/23/95	JS
9719	Andrianov	A	5/22/95		5/22/95	JS
9692	Hendrickson	A	5/25/95	11/1/95	5/25/95	JS
9744	Martin	A	6/15/95	10/1/95	6/15/95	JS
9739	Gruner	A	7/25/95	12/1/95	7/25/95	JS
9821	Als-Nielsen	A	8/17/95	11/1/95	8/17/95	JS
9811	Soulen	A	8/17/95		8/17/95	JS
9812	Mealey	A	8/17/95		8/17/95	JS
9685	Ebbesen	A	1/23/96		1/23/96	JS

8 ~~lettered~~
articles
reviewed

D00262

Manuscript N	Author ID (Last Nam)	Type	Date Assigned	Published D	Expr 1005	Reviewer1
5443	Prasanna	L	2/28/91		2/28/91	JS
6744	Reppert	L	10/5/93	9/1/94	10/5/93	JS
6753	Meinel	L	10/15/93	9/1/94	10/15/93	JS
6760	Sommer	L	10/25/93		10/25/93	JS
6767	Gilman	L	10/25/93	9/1/94	10/25/93	JS
9201	Tobias	L	3/15/94	2/1/95	3/15/94	JS
9217	Sherwood	L	3/15/94		3/15/94	JS
9274	Ballentine	L	4/29/94		4/29/94	JS
9279	Martinez	L	4/29/94		4/29/94	JS
9273	Enciso	L	4/29/94	2/1/95	4/29/94	JS
9270	Levy	L	4/29/94		4/29/94	JS
9265	Weitenbeck	L	4/29/94		4/29/94	JS
9294	Mazzola	L	5/9/94	2/1/95	5/9/94	JS
9287	McCall	L	5/9/94		5/9/94	JS
9323	Reid	L	6/1/94		6/1/94	JS
9331	Watson	L	6/1/94		6/1/94	JS
9391	Chrisman	L	7/26/94		7/26/94	JS
9400	Lewandowski	L	7/26/94		7/26/94	JS
9450	Wolfe	L	9/12/94	4/1/95	9/12/94	JS
9448	Villchur	L	9/12/94	4/1/95	9/12/94	JS
9442	Stewart	L	9/12/94		9/12/94	JS
9467	Cranberg	L	10/3/94		10/3/94	JS
9464	Scarborough	L	10/3/94		10/3/94	JS
9497	Hitchens	L	10/25/94	6/1/95	10/25/94	JS
9517	Rao	L	11/11/94		11/11/94	JS
9551	Luhmann	L	12/2/94	6/1/95	12/2/94	JS
9580	Eberhard	L	1/5/95	8/1/95	1/5/95	JS
9620	Brasunas	L	1/30/95	5/1/95	1/30/95	JS
9622	Apgar	L	1/30/95	5/1/95	1/30/95	JS
9630	Schmidt	L	1/30/95		1/30/95	JS
9688	Stanley	L	4/14/95	11/1/95	4/14/95	JS
9731	Torrey	L	6/5/95	9/1/95	6/5/95	JS
9751	Holt	L	6/15/95		6/15/95	JS
9770	Laxmanan	L	7/13/95		7/13/95	JS
9762	Dovichi	L	7/13/95		7/13/95	JS
9780	Gerritsen	L	7/27/95	11/1/95	7/27/95	JS
9798	Kacser	L	8/17/95	12/1/95	8/17/95	JS
9914	Chubb	L	12/14/95		12/14/95	JS
9916	Onellion	L	12/14/95		12/14/95	JS
9926	Marque	L	1/19/96		1/19/96	JS
9919	Forinash	L	1/19/96		1/19/96	JS
9920	Ginsparg	L	1/19/96		1/19/96	JS

13
letters reviewed

D00263

Manuscript N	Author ID (Last Nam)	Type	Date Assigned	Published D	Expr1005	Editor
9614	Rishbeth	L		6/1/95		JS

D00264

Manuscript N	Author ID (Last Nam)	Type	Editor	Date Assigned	Published D	Expr1006
9366	Guckel	A	JS			
6789	Lankford	A	JS		1/1/96	
9365	Bohren	A	JS			
9368	Kiehl	A	JS		11/1/94	
9526	Baughman	A	JS			
9530	Song	A	JS			
9536	Simonds	A	JS		4/1/95	
6504	Grodzins	A	JS			
9686	Nordtvedt	A	JS			
9752	Goldberg	A	JS		8/1/95	
9724	Helfand	A	JS		11/1/95	
9537	Prinz	A	JS		4/1/95	
5495	Lewis	A	JS	5/22/91		5/22/91
9112	Donnelly	A	JS	11/14/91		11/14/91
5809	Donnelly	A	JS	3/20/92	7/1/95	3/20/92
6303	Wolfe	A	JS	4/23/93	9/1/95	4/23/93
6795	Park	A	JS	2/8/94	6/1/94	2/8/94
9249	Ahrens	A	JS	4/1/94	8/1/94	4/1/94
9281	Wolf	A	JS	4/15/94	10/1/94	4/15/94
9250	Ehrenreich	A	JS	4/18/94	1/1/95	4/18/94
9282	Pais	A	JS	5/4/94	8/1/94	5/4/94
9339	Platzman	A	JS	6/10/94	2/1/96	6/10/94
9385	Ott	A	JS	7/18/94	5/1/95	7/18/94
9354	Chance	A	JS	9/22/94	3/1/95	9/22/94
9410	Frank	A	JS	1/9/95		1/9/95
9527	Waag	A	JS	2/23/95		2/23/95
9692	Hendrickson	A	JS	5/25/95	11/1/95	5/25/95
9811	Soulen	A	JS	8/17/95		8/17/95

D00265

ARTICLES EDITED BY JEFF SCHMIDT

MONTH	ARTICLE	DIFFICULTY	ON TIME? (close)
March 1995	Yodh & Chance	Moderate (Search was also late)	2/10 (2/9)
April 1995	Simonds Prinz	Easy/Moderate Easy/Moderate	3/6 (3/10) 3/9 (3/10)
May 1995	Ott & Spano	Moderate (transferred from RL)	4/11 (4/11)
June 1995	Aharoni	Moderate	5/8 (5/11)
July 1995	Donnelly	Easy	6/5 (6/12)
August 1995	Goldberg	Easy (A very late addition, high pressure)	7/11 (7/11)
September 1995	Wolfe Richter	Moderate/Difficult Easy (jointly with RL)	8/7 (8/11) 8/7 (8/11)
October 1995	Martin & Glahow	Easy/Moderate	9/8 (9/11)
November 1995	Hendrickson Helfand	Moderate/Difficult Easy/Moderate	10/12 (10/11) 10/11 (10/11)
December 1995	Gruner <i>et al.</i> Bustamante	Easy/Moderate Moderate/Difficult	11/3 (11/8) 11/3 (11/8)
January 1996	Lankford & Slavings	Moderate	11/28 (12/8)
February 1996	Isaacs & Platzman	Difficult (Blizzard interference)	1/11, 16 (1/10)

Notes: Several of Jeff's articles were delayed in pages due to slow review by editor or managing editor.

The Feb. '96 article was resent on 1/16.

Jeff produced several articles quickly, on short notice, at the request of the editor. These include Ott & Spano, Goldberg, Martin & Glashow, and Gruner *et al.*

Isaacs & Platzman (Feb. '96) was truly difficult to edit and produce. All things considered, Jeff did a very good job with it.

We asked Jeff for 16 articles, and we got 16. A lot of preliminary work (including obtaining revisions and\or some editing) had been done on four of them: Ott & Spano, and Richter (by RL); Wolfe, and Gruner (by SB).

March 11, 1996
To: Marc Brodsky
From: Steve Benka



Marc,

Here is the gist of what I learned from Jeff.

Jeff Schmidt called the office that administers contracts and grants at UMd to find out what grants, contracts, etc were in effect in the physics department, who the PIs were, and what the dollar amounts were. He told me that this would "provide a new way of looking at what research is being done," by going straight to the bottom line. He said it would give an interesting picture: so many thousands or millions of dollars going into this area or that field of research. He maintains that the readers of *Physics Today* would be very interested in such an information profile, even about a single university such as UMd.

Some while later, he received a call from Steve Wallace, chairman of UMd's physics department, who was willing to give Jeff a capsule summary of the research going on at UMd, but was reluctant to give the detailed information that Jeff was seeking. Wallace admitted that the detailed information was publicly available. Jeff did not want the capsule summary and, apparently, did not provide a good explanation for wanting the details.

Jeff was not acting on behalf of *Physics Today* magazine, and if he said that he was, he misrepresented himself. He did tell both the contracts office and Wallace that he was not working on a story. That is certainly true; Jeff is not one of our news reporters. Jeff claims that he brought this topic up at a *PT* staff meeting, but discussion ended when Irwin Goodwin asked the question, "Who would have time to do all the necessary work?" Neither Irwin nor I recall the discussion, but it may well have taken place. In any event, I now told Jeff that *Physics Today* has no interest in such a university profile, and that I don't believe it serves our readers other than in providing them with a ready target when they write their own grant proposals. I told him that if he wanted to pursue such information further, he should do it from home as an individual, not from work as an editor of *Physics Today*. He did not argue.

D00268

Light, anecdotal accounts of historical events?

✓ Distribute Lindenfeld to: GBL, BMS, RL, OPC,
JS, PE, BGL

BGL: Has a piece by Ugo Fano.

Physics Research grants at universities:

Jeff wants to obtain listings. He did, for the University of Maryland & Physics Dept. They got nervous. Steve Wallace called Jeff to find out why, was not satisfied, called Brodsky who called me (SB).

The consensus of the group (6-3 with Jeff, Jean & Bert together) was that this was a fishing expedition and injurious to relations with the community we serve. Such information is not to be pursued as an agent of Physics Today.

SP from 3/15/96 notes
of PT Staff Mtg.

PHYSICS TODAY

March 12, 1996

PERFORMANCE REVIEW 1996

PERIOD: February 1995-January 1996
Employee Name: Jeff Schmidt
Division: Physics Today Manager: Steve Benka
Job Title: Senior Associate Editor
Reporting to: Steve Benka

Overall Rating: 4

Major Responsibility 1: Edit articles

Weight: 80% Rating: 4.0 Rating: 320

Component tasks:

1. Edit articles for content (including art), clarity, organization, length, readability, house style, grammar, spelling and impact. Do this in conjunction with authors and the editor, and so as to meet editorial deadlines.
2. See articles through production. This includes obtaining or performing revisions, proofreading, preparing layouts and checking bluelines, all so as to meet editorial deadlines.

Comments: Jeff does a thorough and professional job of editing feature articles. He edited 16 in this period (published Mar. 95 - Feb. 96), including one that was very difficult (Platzman) and four assigned to him for quick production (Spano, Goldberg, Martin, and Gruner). His articles are generally ready on time and often they are early. The editor appreciates this.

Major Responsibility 2: Take responsibility for assigned articles

Weight: 15% Rating: 3.0 Rating: 45

Component tasks:

In consultation with the editor:

1. Contact authors to obtain outlines and manuscripts.
2. Contact referees for advice on outlines and manuscripts.
3. Evaluate outlines and manuscripts, in conjunction with the editor and referee. Give feedback to the author, to develop an appropriate article.

Comments: Jeff has expressed a preference for articles that are ready to edit, and the editor has tried to provide them. Even so, Jeff needs to get involved much earlier when he is asked to. Articles-in-the-making sometimes languish in his office, until he is explicitly asked to move them forward. Jeff needs to take more responsibility in this area.

D00270

Major Responsibility 3: Support the editorial effort of PT

Weight: 5% Rating: 3.0 Rating: 15

Component tasks:

1. Read submitted manuscripts at request of the editor and provide a review with regard to the suitability of the manuscript for publication. These manuscripts include feature articles, letters to the editor and opinion pieces.
2. Attend and participate in staff meetings to develop ideas for articles, news stories, special issues, etc.
3. Submit ideas for feature articles and news stories.

Comments:

Jeff's reviews are often insightful and useful, and are often, but not always, prompt. His comments in meetings often provide a useful counterpoint to discussions. He is not expected to be a great source of ideas for articles and news stories, but occasionally has ideas with merit.

Appraiser's comments: Jeff rose to the challenge of editing 16 articles in 1995. He continues to be an excellent editor, and handles even the difficult assignments well. His comments and views on editorial ideas and policies, while sometimes contrarian, are generally insightful.

Jeff needs to become involved earlier in the process of acquiring articles and their first revisions. He also needs to communicate accurately and completely with editorial management on matters relevant to the magazine and its production.

The salary adjustment is retroactive to February 1, 1996.

OVERALL RATING: 4.0

OVERALL SCORE: 380

Employee's Comments:
.....
.....
.....
.....
.....

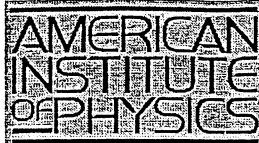
SIGNATURES:

Employee: ... *J. Schmidt* Date: ... 14 March 96
Appraiser: ... *Steve Benke* Date: ... 3/14/96

Both the appraiser and the employee must sign and date the form. The employee's signature does not necessarily represent agreement with the review but that he/she has seen the form and participated in the performance appraisal.

H.R. Review: Date:

D00271



AIP INTER-OFFICE MEMORANDUM

TO: Steve Benka - Physics Today

FROM: Human Resources

SUBJECT: Personnel Committee Meeting

DATE: April 1, 1996

NAME	DIVISION	TITLE		SALARY		NEXT REVIEW
		CURRENT	NEW	CURRENT	NEW	
Jeffrey Schmidt	Physics Today	Sr Assoc Editor		\$59,400	\$62,400	3/1/97

April 15, 1996 is the deadline for reviews at the next Personnel Committee Meeting.

cc: J. Rigden

D00272

To: JS
From: GPC
CC: SB, JB
Re:
Date: 10 April 1996

The proofing of Monica's keyboarding of your mark-up of the Ebbesen article has gone to Judy, who is very busy with Buyer's Guide work. Based on what you told me yesterday (that you will not be working on Ebbesen in the next week or so while you work on the ITER pieces) I've instructed her that she doesn't have to get it done until about Wednesday next week (4/17/96). If for some reason you in fact need it proofed and returned sooner than that, please let me know and I will try to make other arrangements to have it proofed.

D00273

F 12 April 96
Steve —
How fitting that your
bogus new policy is based
on a bogus example!
Jeff

Jeff Schmidt
Physics Today
USA Fax (301) 209-0842
Voice: 301-209-3048

"
April 1996

Ken Nordtvedt
France ^{H6} _{60 24.}
Fax: 011-33-19-07-~~29~~-~~07~~

Ken --

Our proofreader raised a couple of last-minute questions that I'd like to ask you about. If you wish to make small changes in your article in light of these questions, we can do so if we hear from you by 10 or 11 April. If I don't hear from you, we will leave the article unchanged.

1. In the first term of the first equation in box 1, should the subscript be changed to "e" or $e+m$ should it remain "e+m"?

2. In box 2, would it help to explain the meaning of the term "evection" if we added something like the following sentence after the sentence that ends "...by the solar tide": "The evection corresponds to the eccentricity varying from 0.0432 to 0.0666."

No

Also, you get 100 free offprints of your article. To what address should we send them? If you wish to purchase additional offprints, please call Judy Barker at:

301-209-3046. Send offprints to French address I.H.E.S.


35 Route de Chartres
F91440 Bures sur Yvette
France

From gpc@aip.org Mon Apr 15 16:35:21 1996
From: Graham Collins <gpc@aip.org>
To: jds@aip.org
Cc: steveb@aip.org
Subject: June Schedule

Jeff --

I have set the copy complete date for the article on ITER to Thursday April 18. This is based on your agreement (with Steve and Gloria) that the article will be ready to go to press by May 1, and on my understanding of how many days are needed for the intervening steps between copy complete and ready for pre-press. (The "ready for pre-press date" is set to May 1 for this article.)

The Ebbesen article's copy complete is set for Monday April 22. This is based on these assumptions: (1) that the article can be completed in time for the closing of the June issue, (2) that you, as you told me, cannot have its copy complete before the ITER article is at that stage, and (3) my understanding of the usual number of days needed for the intervening steps. (For this article the "ready for prepress date" is set to May 9, one day before final pages.)

In order for me to be able to draw up schedules that better suit the realities of how you work on articles, I ask that over the next few months you supply me with the following information on the articles you work on. This includes the Ebbesen article and the ITER article.

I need to know the dates on which

-- copy is complete (i.e., the date that the complete, edited article goes to Paul or whoever copy edits it)

-- copyedit is complete (i.e. the date on which you receive the copyedited manuscript back from Paul or whoever copy edits it)

-- overseer edit by Steve, start and finish (i.e. the date you give the manuscript to Steve and the date you get it back from him)

-- author check, start and finish. (i.e the date you send the manuscript to the author for checking, and the date you have a the author's response that approves the edit and indicating necessary correction.)

-- "first pages" date. (i.e. the date on which a set of pages is produced that incorporates the author's changes.)

-- ready for pre-press date. (The date that no further work is needed on the article, with the possible exception of adding page numbers.)

Thanks,
Graham

PHYSICS TODAY

from Jeff Schmidt

18 April 96

Steve -

I still need a copy of the vacation carry-over memo from last year, with some notation that it was approved.

-Jeff

Jeff, you carried
32.67 vacation days
into 1996. This is not the
35.34 days that you expected,
but as it is more than the
"allowed" 30 days, I
assume that it is all that
you had available.

-Steve 4/25/96

D00276

4/29/96

Tom Effeson } Cover photo
called me.
of Simulation — lot of work
went into it, with people at NRL, to
make it not only attractive but with
real science content.

Jeff Schmidt pooh-poohed it, and wanted
some other photo, maybe from another group.
Effeson ~~was~~ ^{felt} insulted and was very upset.
He called me to see ~~if~~ ^{if} his cover candidate
would be ruled out, just because Jeff didn't
like it. I said no, we would give it
a serious look.

**IN THE JUPITER-COMET CLASH OF
1994, ASTRONOMERS ARE THE BIG
WINNERS**

Jupiter has now emerged from the Sun's glare into the dark sky of pre-dawn. The giant planet still shows scars—stretched now by Jovian winds for more than six months—from its battle with comet Shoemaker-Levy 9. The comet lost the battle.

Between then and now, with the media hype, the initial flush of excitement and the exhaustive and exhausting week-long crush of last July's observations behind them, planetary scientists have had some time to mull over their data. More important, they have now had some opportunities to talk to each other about the assault on Jupiter by the 20-some distinct fragments of SL9. Two recent forums—the American Astronomical Society's Division for Planetary Sciences meeting held last October in Bethesda, Maryland, and the December gathering of the American Geophysical Union in San Francisco, California—provided venues for overflowing crowds of scientists to begin a synthesis of their ideas and findings. (See PHYSICS TODAY, June 1994, page 19 for a discussion of predictions and planned observations.) This is a brief and necessarily incomplete survey of some results.

The global scale of scientific coordination and cooperation was unprecedented; Michael A'Hearn

29 April 96

Steve —

Here is a copy of my copy of the vacation memo from last year. For Melinda, who does the vacation accounting, I need some note or scribble, no matter how informal, that it was approved.

Jeff

Melinda is looking
into this. —^{SBS} 4/29 3:30 pm

D00279

10 October 1995

To: Personnel

From: Steve Benka, Physics Today

I wish to allow Jeff Schmidt to carry up to 35.34 vacation days into 1996. Jeff is planning to use some vacation days before the end of 1995, but nevertheless expects to have more than 30 remaining.

D00280

29 April 96

Steve —

Here is a copy of my copy of the vacation memo from last year. For Melinda, who does the vacation accounting, I need some note or scribble, no matter how informal, that it was approved.

Jeff

Melinda is looking
into this. —^{SB} 4/29 3:30 pm

D00281

10 October 1995

To: Personnel

From: Steve Benka, Physics Today

I wish to allow Jeff Schmidt to carry up to 35.34 vacation days into 1996. Jeff is planning to use some vacation days before the end of 1995, but nevertheless expects to have more than 30 remaining.

D00282

Jeff Schmidt

6 May 1996

Steve —

I am planning to use four vacation days, 16-17 and 20-21 May 1996.

To reduce the number of consecutive days that I am out of the office, I suggest that I work at home Tu 14 May instead of W 15 May. I will plan to do this unless I hear otherwise from you. Either way is fine with me.


Jeff

D00283

20 June 1996

Steve —

Last year you gave the vacation memo to personnel
AND you told me it was approved. How come now
you "can only say that I gave your memo to personnel" ?
Are you withdrawing your statement that it was approved ?
Are you denying that you told me it was approved ? Are
you saying you don't remember telling me it was approved ?
Do you remember telling me that ? I need an answer to this last
question before I go to personnel as you suggest. Just
give me a "yes" or "no."

Jeff

Jeff, I certainly do not
remember telling you that it was
approved. I strongly suspect that
I did not, in fact, say that it was.
If it had been approved, I would have
said so and you would have carried
over the full 35.34 days.

- Steve 9/5/96

D00284

20 June 1996

Steve —

Here is another copy of the vacation memo from last year.
I still need to receive from you some note, no matter how
informal, indicating that my request was approved last year.
I have asked for such a note many times over many months
(29 April was the latest request), but have yet to receive it.
None of my requests asked for anything more than such a note.

Jeff

Jeff, This is the last time that I
will respond to this. I cannot
give you the note you request.

I can only say that I gave your
memo to personnel. Apparently,
they approved 32.67 days of vacation for
you to carry over, which is not quite
what we requested. I approve of
your having carried over that amount.

The only way that I will visit this issue
again is with a request directly from
personnel.

Steve 6/20/96

D00285

10 October 1995

To: Personnel
From: Steve Benka, Physics Today

I wish to allow Jeff Schmidt to carry up to 35.34 vacation days into 1996. Jeff is planning to use some vacation days before the end of 1995, but nevertheless expects to have more than 30 remaining.

D00286

21 June 1996

Steve —

As we discussed, I am planning to take a vacation next week, 24-28 June 1996.

Jeff

OK. Steve 6/21/96

cc: GPC, MO, SB, JS

D00287

Letter to the Editor
Review Form

MS Number: 10113

Author: Coppi, Bruno

Title: Response to Sessler, Stix letters

Review by : JS Date Assigned: 6/11/96 Date Completed: 7/15/96

Accept

Reject

Staff Revise

Author Revise

This is little more than a plug for the author's own project. Ads can be informative, but this one is way out of any context that would allow readers to assess things. If this were one part of a survey of many machines it would be useful to the general reader, but it isn't.

The second paragraph is something of a legitimate response to the original article and so might deserve publishing. But by itself it looks even more like a self-serving plug and so might embarrass the author. I suggest that we send Coppi his second paragraph in the form of a letter to the editor and ask if he really wants us to publish it.

-JS

15 July 1996

Review by: SB

Date Assigned: 8/22/96

Date Completed: _____

Accept

Reject

Staff Revise

Author Revise

I think a reasonable letter can be fashioned from the first two paragraphs, with appropriate editing. Send that back to him as the letter we will run.

This should go on the "fast track" — it sat in Jeff's office for a month and in Carol's for another month. — Steve 8/26/96

D00288

22 July 96

Steve —

Here is a status report on various articles. I am trying to keep up the number of articles that I edit, and it would help if I had an article that is ready to edit but not scheduled for any particular issue. That way when I am in a situation like the present one (waiting for authors and reviewers), I can work on an article in "background." But do we have such an article, one that doesn't need to be published right away?

Jeff

D00289

STATUS AS OF
22 JUL 96

AUSTIN (DATA) REVIEW SHOULD ARRIVE IN ~1 WEEK.

WAG (ULTRAVIOLET) HOPES TO FINISH BY 2 AUG 96.

BAUGHMAN (ACTUATORS) I'M REMINDING HIM TO FINISH M.S.

COLLINS (SILICON) PLANS TO REVISE M.S. BY SUMMER'S END.

BRENNER (COMPUTERS) REVIEW EXPECTED ~30 JULY 96.

8 Nov. 96

Steve —

I'd like to take off 2-20 December 1996. That is three weeks.

Jeff

OK. — Steve Benka 11/8/96

cc: JS, CAL, CH, SB

D00291

March '96 - Feb '97

TG $\begin{cases} < 2.8 \text{ stories} \\ < 4.8 \text{ cols} \end{cases} \rightarrow \begin{cases} 2.4 \text{ last year} \\ 5.1 \text{ cols} \end{cases}$ JS

Mar	+2	8, 4	Soulon (Dewar)
Apr	0	4, 3½, 3½	Bradley (Nuc. Contam)
May	+1	18, 3	Nordtvedt, Thorne
Jun	+1	5, 2½, 4½	ITER, Ebbesen
July	+1	5, 4, 3	Beenakker
Aug	—		Chan
Sep	—		Boss
Oct	+5	Pres. cand. 12	Brenner
Nov	+3	7, 4, 4	—
Dec	+2	5, 4, 3	Sikivie, Ricca
Jan	+2	5, 4, 2, 1	Collins (didn't finish), Weart
Feb	+1	4, 4, 4	Wheelon

Mar

Mahan

			Recmr	Action	
3	LT 527	9705 Weinstock	Acpt.	Rej	✓
7	601	9707 Papper	Rej.	Rej.	
2	606	9707 Walder (Parsegian)	Acc	Withdrawn	✓
5	609	9707 Chubbs	Acc		
9	613	9707 Miley (ColdFusion)	Acc-		
11	615	9707 Huebner	Acc		
12	616	9707 Jakobsson { (Parsegian)	Acc		
74	628	9708 Dam }	Acc		
37	641	9708 Luzzi	Rej.	Rej.	
70	644	9709 Lala (Ferguson)	[LOST?]		
72	646	9709 Hyder (Parsegian)	Rej.	Rej.	
77	651	9709 Greywall (Soulen)	Acc		
09	663	9709 Buell (Libicki)	Acc. 2 nd part	?	
17	671	9709 Soulent Eratum	??		
77	731	9712 Veliadis	Rej.	Rej.	
31	735	9712 Kacser	Acc.		
82	736	9712 Collinson	Rej		
87	741	9712 Nero (Ross)	Acc		
95	5443	9102 Prasanna		Withdrawn 8/95	

old
stuff

D00293

Record	LT#	Author	JS Recommends	Action
1034	10317 (9701)	Brooke	?	?
1039	10331	Melissinos	Acc-	??
1041	10336	Prokes		Published 8/97
1053	10353	Gonzalez	Acc.	Publ. 11/97
1059	10362 (9702)	Quinter	Rej.	Rej.
062	10372	Gordon	—	Publ. 5/97
074	10395	Armas		Withdrawn
112	10453 (9703)	Madden	Acc.	Publ. 8/97

Article Reviews

AR 616 9708 U	Erlickson	Rej.	Rej.
3256 (8809) U	Needell	Acc.	Rej.
4900 (9007) U	Gabriel		—
5295 (8507) U	Adomian		
5603 (9105) U	Weiss		
5703			
5995	OLD MSS		
10125 (9607)	Brenner		Publ. 10/86
10507 (9703)	Parsegian		

Jeff's editorial output for 1996-97 --- from March 1996 issue to Feb. 1997 issue
He needs 16 articles to meet his performance review requirement.

03/96 Soulent (James Dewar) MS

04/96 Bradley (Nuclear Contamination)

05/96 Nordtvedt (Gravity and the Moon)
Thorne (Charge-Density-Wave Conductors)

06/96 Stix/Sessler, Rosenbluth (ITER debate)
Ebbesen (Carbon Nanotubes)

07/96 Beenakker (Quantum Point Contacts)

08/96 Chan (Liquid helium in Aerogel) ?

09/96 Boss (Extrasolar Planets) ?

10/96 Brenner (The Computing Revolution and the Physics Community)

11/96

12/96 Sikivie (The Pool-Table Analogy with Axion Physics)
Ricca (Topological Ideas and Fluid Mechanics)

01/97 Weart (The Discovery of the Risk of Global Warming)
Collins (Porous Silicon: From Luminescence to LEDs) -- finished up by Steve

02/97 Wheelon (Corona: The First Reconnaissance Satellites)

From: Stephen Benka
To: jeff
Date: 7/25/97 4:38pm
Subject: Congratulations!!

Jeff, you have my heartfelt congratulations on the birth of Joshua Rose, and my very best wishes for all three of you.

--Steve

D00298

18 August 1997

Steve --

As I have noted in many conversations and memos over the years, I work most efficiently in my job of feature article editing when I have articles at all stages of development. That means, for example, some articles that have just been solicited, some that have been submitted and reviewed, and some that have been revised by the author and are ready to edit.

As you know, our supply of articles in the last category has followed a "feast or famine" pattern -- mostly famine. This has held down my productivity to the point where I cannot afford to take the full 30-day vacation that I recently requested (and that you approved) and still meet my annual article editing goal. So I am thinking about cutting that vacation in half, perhaps, and using the rest of my vacation time at some later date. I won't be able to work out the details until some articles in the last category trickle in and I can draw up a schedule.

As of today, we have received neither of the two manuscripts that I am going to edit for the December issue. I would be working on them now if we had them. The Riordan manuscript, for example, is not expected to arrive until around the time I had planned to go on vacation. And I have no articles that I can edit now for issues following December. I would like to edit two articles for the January issue and two for the February issue, but I will not be able to do that under our usual famine conditions -- I will need to have the manuscripts much earlier than I have been getting them. If today I had four manuscripts ready to edit for those two issues, I could work on all four simultaneously, using my time to greatest advantage. I think you will agree that the magazine should be in a position where such productivity and advance work is routine.

Given the status of the December manuscripts, a 30-day vacation as planned would compromise my ability to edit two articles for that issue. I would like to take a shorter vacation and continue working at home much of the time, as long as that continues to work well. Please let me know if that is OK, and in any case please see how soon I can have four articles that are ready to edit for the January and February issues.

A handwritten signature in black ink, appearing to read "Jeff". It is written in a cursive style with a long, sweeping flourish extending downwards and to the right.

D00299

August 19, 1997

Jeff,

It is the responsibility of the article editors at Physics Today to produce finished articles starting from any point in a given article's development.

Thus the responsibility of generating "ready to edit" articles is in part yours. For one example, we had agreed that you would obtain Colson's article on free-electron lasers, and have it edited in case we needed it for an emergency fifth article in the October special issue on the electron; otherwise we could drop it into the magazine a month or two later. Fortunately, we don't need it for the special issue; to my knowledge you have yet to acquire the article.

You were my first choice to edit several articles in late stages of development in the recent past, but turned them all down: Fink (March); Cohn (May; I edited that one, while you edited none that month); Jeanloz to edit with Soulent (August); a second article for October (you were reluctant to take Perl); Kasap for November.

As recently as two months ago, when you wanted to take paternity leave (which I OK'ed), you told me you didn't want any additional articles through the end of this year. As noted above, I offered you some anyway and you turned them down. You expressed no interest in articles, so I left you out of my plans for them.

I understand your special circumstances and once again offer you my heartfelt congratulations on the birth of Joshua Rose. If you are now ready once again to accept the responsibilities that go with feature articles, I can supply you with as many as you want. The articles that are currently "ready to edit" have been assigned to others. Nevertheless, I am sure we can reach a mutually acceptable state of affairs.

Steve Jeff wasn't in the office all week, from the 19th to the 22nd, and therefore didn't see this memo or get any more articles until Monday, Aug. 25

D00300